

DATE: August 9, 2007

TO: CVRC Board Directors

VIA: David R. Garcia, Chief Executive Officer
Scott Tulloch, Assistant City Manager

FROM: Ann Hix, Acting Community Development Director
Eric Crockett, Redevelopment Manager

SUBJECT: Downtown Parking District Management Study

BACKGROUND:

Chula Vista's only parking district was established in 1963 and now provides more than 1,700 public parking spaces through surface parking lots, on street metered spaces, and one parking structure. Revenue and staffing for the District have fluctuated over the years and the District's assets are in decline. Parking lots are in need of repairs, meters are outdated, many are inoperative, and there is inadequate revenue to pay for these capital improvements due to extremely low meter and parking fine rates. Although the District has been in place nearly 45 years, the City has never raised meter rates, which are some of the lowest in San Diego County.

To examine and assess the level and impact of these deficiencies, the City has been engaged in a comprehensive study of the downtown parking management and operations during the past six months. The Study provides a foundation for the development of a Downtown Parking Management Plan. The creation of a long-term Parking Management Plan will better assist staff and the public in understanding the dynamics of parking as part of a larger multi-modal transportation system and to address common parking misperceptions, including parking demands and the potential development of certain public parking lots. This examination process involves three phases:

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| Phase I | Preparation of the Parking Management Study |
| Phase II | Adoption and implementation of the Interim Action Plan |
| Phase III | Adoption of a Downtown Parking Management Plan |

To launch Phase I, a Request for Proposals for the preparation of the parking management study was released in May 2006. A Parking Consultant Selection Committee comprised of

City staff and representatives of the Third Avenue Village Association (TAVA) was established, to set common goals and establish selection criteria. The Committee jointly selected Rich and Associates (RICH), an experienced parking study consultant, to prepare the Downtown Parking Management Study.

The four primary objectives of the Downtown Parking Management Study are to:

- Analyze the current and future parking needs and review the current parking system policies and procedures;
- Formulate recommendations for addressing parking needs, including parking management, shared use opportunities and transportation modality;
- Provide data necessary for developing a parking management plan that efficiently and effectively utilizes parking resources in a growing community where land values are at a premium; and
- Provide education and information to the public about public parking, including the cost of providing and maintaining parking.

The Study began in December 2006 with the first of a series of four community meetings, fieldwork and data collection. The consultant also conducted stakeholder interviews, employee questionnaires, and additional fieldwork that resulted in the RICH Downtown Parking Management Study Draft Report.

The purpose of this staff report is to present RICH's Downtown Parking Management Study Draft Report (Phase I) and propose an Interim Action Plan (Phase II) for review and consideration by the CVRC. Staff will continue working with stakeholders and local business organizations to begin the final phase of this process, which is crafting the Downtown Parking Management Plan.

In preparing the Interim Action Plan, staff used the information presented in the RICH Draft Report, input from downtown business and community members and considered the role and impact on City services and staff. The actions proposed are based upon a common desire to enhance Chula Vista's Downtown Parking District in a way that will provide infrastructure that is attractive to new businesses, customers and visitors.

RECOMMENDATION:

Staff recommends that the Chula Vista Redevelopment Corporation:

1. Accept the Downtown Parking Management Study; and
2. Recommend that the City Council
 - a. Accept the Downtown Parking Management Study;

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- b. Approve the Downtown Parking Interim Action Plan; and
- c. Direct staff to prepare a Downtown Parking Management Plan.

DISCUSSION:

Parking is an integral part of the community's and City's efforts to improve the viability of downtown Chula Vista and is part of a transportation system that includes multi-modal opportunities, such as bicycling, public transit, and walking. Providing convenient access for employees, residents, shoppers and visitors requires supplying more than just parking spaces. It requires an effectively managed system that addresses the parking supply, operation and demand for parking.

This staff report will include the following information:

- History of the Downtown Parking District
- Background regarding the Exclusive Negotiating Agreements on public parking lots in the District
- Description of the Parking Study process
- Proposed Downtown Parking District Interim Action Plan
- Fiscal impact analysis

PARKING DISTRICT HISTORY

In 1963, in response to a citizen-initiated petition and pursuant to the provisions of the Parking District Law of 1951 (Part 4, Division 18, of the Streets and Highways Code of the State of California), the City Council created Parking District No. 1 (Attachment 1). As part of that action, the Council agreed to install and maintain parking meters on certain streets and parking lots within the District from revenue generated through meter fees and parking fines. Certain City-owned parcels within the District were designated as public parking (Ordinance 829) and non-City-owned land was authorized for purchase as public parking (Ordinance 847).

To provide parking within the District, the City Council, via Resolution 3115, committed to issue a bond in the sum of \$360,000 for land acquisition and improvements. This bond, however, was not issued. Instead the City Council approved an as-needed allocation not-to-exceed \$320,000 from the General Fund to be used as seed money for the District.

In July 1963, the City Council also established the Parking District Commission (Resolution 3164). On September 24, 1985, Chula Vista Municipal Code Chapter 2.40 was repealed to merge the Parking Commission with the Town Centre Project Area Committee (TCPAC) (Ordinance 2129). The TCPAC continued to act in this capacity until it was formally dissolved on October 26, 2006. No new Parking District Commission was established after dissolution of the TCPAC.

In 1980, the City Council adopted the in-lieu parking fee policy to relieve developers from having to provide on-site parking in cases where doing so would render the project economically infeasible. The in-lieu parking fee is only available in Sub-area 1 of the Town Centre I Redevelopment Project Area, which has slightly different boundaries than parking District No. 1 (Attachment 1). The in-lieu parking fee payments, including interest, resulted in total available funds of approximately \$510,000. These funds were used to purchase additional land for public parking and to make improvements to existing public parking lots. In 1987, for the purpose of modifying the in-lieu parking fee, the City Council approved an increase in the fair market value of land from \$16 per square foot to \$20 per square foot and authorized staff to adjust the fair market value figures on an annual basis. However, the fee has not been adjusted since 1987 and no in-lieu parking fees have been received since 1999.

Until the recent completion of the Downtown Parking District Management Study, the only evaluation of the parking district occurred through a 1985 parking study conducted by Berryman & Stephenson Inc., which evaluated and addressed operations but did not consider or address management of the District. It should be noted that many of the findings contained within the 1985 study support the conclusions presented in RICH's study completed in May 2007. Following are some of those key findings:

- Park Plaza Parking Structure showed a significant surplus of parking spaces with peak occupancy of 42% and virtually the entire third floor remaining vacant. Recommended improvements included the installation of directional and informational signs, modifications to the internal circulation and installation of additional lighting.
- The District had a surplus of parking with average occupancy of 57% and was more than able to support demand
- The parking meter rates were low in comparison to other Southern California Cities.

Most of the City's 1,700+ parking spaces were constructed for public use by the early 1990's. To accomplish this, the City and Redevelopment Agency expended nearly \$1.2 million for land acquisition, improvements and maintenance of public parking.

The table below provides a brief summary of the publicly controlled parking supply in the Downtown Parking District, including parking lots and on-street metered spaces.

Public Parking	Location	Number of Parking Spaces
Lot #1	E Street and Landis South	14

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Lot #2	North Landis and Davidson	75
Lot #3	South Landis and Davidson	118
Lot #4	Park Plaza	633
Lot #5	Church and Madrona South	44
Lot #6	Church and Madrona North	27
Lot #7	Center Street	70
Lot #8	Church and Del Mar	54
Lot #9	Church and Davidson South	30
Lot #10	Church and Davidson North	34
Lot #11	E Street and Church	30
On-Street	District	600
TOTAL		1729

EXCLUSIVE NEGOTIATING AGREEMENTS (ENA)

The Redevelopment Agency recently considered development of several public parking lots within the District. The motivation behind this decision was to better utilize existing assets, attract new developers, provide housing opportunities in downtown, and generate tax increment revenue to the Agency and revenue to the Parking District for capital improvements. A desire to understand the potential impacts of replacing public parking lots with residential development, coupled with concerns expressed by adjacent businesses and neighbors, were important factors in the initiation of the Downtown Parking Management Study.

In 2005, the Redevelopment Agency entered into Exclusive Negotiating Agreements (ENA) with various developers for certain public parking lots (#2, #3, and #6) within the downtown parking area. The following year, the Agency amended certain ENAs to extend the negotiation timeline. Based upon discussions with the developer, the Agency also modified one of the ENAs by transferring the developer from parking lot #2 (North Landis) to lots #9 and #10 (Church and Davidson). Since that time, the Agency and Developer have mutually agreed to terminate the ENA for Lots #9 and #10. The only ENAs currently in place are for Lots #3 and #6, although as a separate action this evening, the CVRC will be asked to consider transferring the current ENA sites from Lot #3 to Lot #2 and from Lot #6 to Lot #10.

Please refer to the above table for a description of the lots contemplated for development.

PARKING STUDY PROCESS

To assist downtown business owners, residents, staff and decision makers in understanding the current dynamics of the downtown parking area, the Study addresses parking in the context of creating a vital and vibrant downtown. Using an analysis of current parking conditions, input from stakeholders, and an assessment of issues and conditions specific to

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downtown Chula Vista, the study provides recommendations and guidance for changes to parking policies, structure, operations and management. The findings of the Study have provided valuable information to City staff and the public about the necessity of creating a more efficient and organized management system as part of a fully functioning and effective parking system. The following approach and related tasks were used by RICH to complete the four primary objectives of: analyzing the current and future parking needs, providing recommendations for addressing parking needs, providing data necessary for developing a parking management plan that efficiently and effectively utilizes parking resources, and providing education and information to the public:

I. Parking Demand Analysis: *Rich quantified and qualified the parking needs in the study area (Attachment 2) through field research and data collection, resulting in parking projections that analyze the current demand, future demand, and projects future parking needs for a period covering current to 10 years in the future. This culminated in a Findings Report that provides preliminary field research findings and analysis of the parking system.*

The major components of the fieldwork occurred during December 2006 when the consultant conducted two days of weekday turnover and occupancy counts in the Study Area. The counts were conducted from 9 am to 7 pm. Turnover is defined as the number of vehicles that occupy a parking space in a particular period of time and is important because it's an indicator of whether or not the space is occupied by employees or customers. The consultant determined that Chula Vista has a low turnover rate of 2.3 compared to the average of most downtowns of 4. This could indicate that employees and not enough customers are using the available parking. Occupancy is the length of time that the parking space is occupied by a vehicle and is an important measurement because it helps define how parking demand fluctuates throughout the day. Within the Study Area, the consultant concluded that the average occupancy is 57 percent, which translates into 43 percent of parking spaces unoccupied at any given time of the day.

In February 2007, the consultant also conducted a permit occupancy survey in each of the ten public parking lots with ten-hour meters. Ten-hour meters are the only areas where permit holders are allowed to park. The results showed that the average occupancy of all ten-hour spaces was 79 percent, with only 29 percent of these being permit holders. However, lots #9 and #10 during certain points of the day, had 100 percent occupancy, and in Lot #10, 80 percent of these were permits. This data is important because it demonstrates how the location of permit parking can impact the availability of parking for customers.

At the March 2007 community meeting, several business owners expressed concern regarding the results of the turnover and occupancy figures. They indicated that since December is generally the slowest time of year for downtown retail, the findings would be

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lower than normal and therefore inaccurate. To address this concern, RICH conducted a one-day limited occupancy count in March. The data collected in March supported the December findings.

Based on the data collected, some of the following key findings were presented in RICH's Findings Report:

- Overall the Study Area has more parking than currently needed. On average 43% of the available spaces are unoccupied.
- An average of 15 percent of the vehicles observed stayed longer than the 2-hour time limit, and many of these vehicles did not receive a ticket.
- The District is not functioning at its highest capacity and requires more cohesive management and attention.
- There is not enough revenue being generated to keep up with necessary maintenance and repairs.
- RICH calculated a parking generation rate of 2.37 spaces per 1,000 so for all land uses, which supports the UCSP rate of 2.0 spaces per 1,000.
- The Park Plaza Parking Structure is severely underutilized (peak occupancy of only 42 percent).
- The Agency has approved Exclusive Negotiating Agreements to redevelop two public parking lots (#3 and #6). The study concluded that Lot #3 is not suitable for development due to high occupancy rates and its strategic location within the District. The Consultant determined that development of Lot #6 would have minimal impact on parking availability.

II. Community Participation and Education: *RICH conducted seven community meetings, one presentation to the Chula Vista Redevelopment Agency, and Owner/Manager Interviews and Employee Surveys with local businesses and downtown employees. The Consultants' primary goals were to provide information to staff, stakeholders and the community on the effects of not properly managing parking, the current and potential parking conditions in downtown Chula Vista, the importance of enforcement, and the potential future costs of parking.*

The process of preparing the Downtown Parking Management Study presented an important opportunity to further the City's goal of establishing an open and collaborative dialogue with community members and organizations. A significant amount of outreach was conducted to ensure that every interested member of the community had the opportunity to provide input and be apprised of the work that the City was engaged in.

A series of community meetings were held at Community Congregational Church. Both morning and evening workshops were held to ensure the greatest opportunity for input and participation by both the business and residential community. In addition to

participating in the community meetings, staff made presentations to several local organizations, including the Third Avenue Village Association, Chula Vista Chamber of Commerce, Northwest Civic Association and Walk San Diego. More than 100 businesses owners, tenants, residents, and community stakeholders actively participated and provided valuable input, insight and comment throughout the process.

A brief summary of the purpose and focus for each community meeting is provided below:

December 12, 2006

The focus of the first community meeting was for the Consultant and staff to solicit input about the management and operations of the Downtown Parking District. This dialogue included a discussion about the goals and parameters of the Parking Study, the Agency development proposals, the Urban Core Specific Plan, downtown parking, in-lieu parking fees, the maintenance of parking lots and comments about other influential factors such as the types of businesses locating in the downtown.

February 15, 2007

This meeting was an educational presentation about the parking principles the Study would apply in its review and assessment and a description of how the parking data would be utilized to develop findings and recommendations.

March 8, 2007

The findings presented to the community were largely based upon the fieldwork conducted in December 2006, which determined that overall there is a surplus of parking within the study area and that peak occupancy occurs during daytime hours. The overall average occupancy for the Study Area is 57 percent. RICH was also able to confirm, through their review of City documents, that revenue from meter funds and the in-lieu parking fee were spent on parking related activities within the District. All of the findings provided an important basis for understanding the recommendations that would be presented to the community in April.

April 12, 2007

At this meeting draft recommendations were unveiled to the public. Certain assets, such as the Park Plaza Parking Structure and the many paseos leading from the alleyways to Third Avenue were identified as seriously underutilized assets. There were also a number of recommendations presented to address the lack of organizational structure for the management of parking, and several deficiencies were identified including lack of cohesive signage and lack of revenue to make needed improvements due to a combination of low meter rates, low parking fines and significant overhead costs.

July 26, 2007

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The purpose of this meeting was to present the Draft Downtown Parking District Interim Action Plan to the public, solicit input and feedback and engage in dialogue about the proposed process. Overall, the group supported meter rate increases but not increases to the expired meter fine or the permit fee. There was significant concern expressed with lack of consistent enforcement.

July 31, 2007

This community meeting was organized and requested by downtown businesses. Staff presented the Draft Interim Action Plan and engaged in a very positive interaction with the attendees. Overall, there was support for meter increases, but like the previous community meeting; businesses are not in favor of increasing the expired meter fine or the permit fee. There was support for increasing all other fines, but the business owners felt that an increased expired meter fine would be a disincentive to customers and visitors.

Community Meeting Summary

The dialogue with meeting participants and business organizations has proven invaluable in understanding the concerns of stakeholders and the issues that must be addressed within the Downtown Parking Management Plan. The success of the Plan is dependent on not just dialogue with the community but active listening and a earnest effort to find solutions that benefit the customers, visitors, businesses, residents and community in our joint efforts to revitalize our downtown.

III. Parking Improvement Program: *RICH developed strategies for short and long-term parking and traffic improvements that combine parking system and management improvements along with capital improvements. This consists of a review of the existing organizational practices and policies, analysis of existing facilities, researching of parking rates in surrounding communities, review of existing downtown parking areas, and preparation of a proforma analysis to measure the sufficiency of the current parking operations and rate structure to produce the amount of revenue needed to meet current and projected operating requirements and capital improvement investments for a 10 year period.*

Through the combination of data collected, interviews with stakeholders, surveys from business owners, employees and feedback received at community meetings, the consultant has prepared findings and recommendations to address deficiencies within the District. The Study also draws on standards developed by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI). This Study, and ultimately the recommendations, considers proposed redevelopment projects, the types of surrounding uses, and the planned development of residential units in the area.

A significant conclusion of this Study was that the lack of effective management and policies for the downtown parking area hindered its ability to generate revenue necessary

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to support the Downtown Parking District. The following are key recommendations from the RICH report:

- Meter rates and parking fine rates need to be increased to generate adequate revenue for necessary capital improvements, such as the replacement of parking meters.
- One City staff person needs to be designated as Parking Manager to coordinate parking functions and interface with the community.
- Parking enforcement needs to be consistently enforced to be effective.
- Revenue generated within the District should remain with the District and be utilized for capital improvements.

These recommendations are the basis for staff's proposed Downtown Parking Interim Action Plan and development of the Downtown Parking Management Plan

IV. Final Report: *RICH developed near-term, mid-term and long-term improvement recommendations, which consider and address how to improve the perception of parking, increase the parking supply through improved efficiency, parking generation rates, parking system space allocation, review of parking policies, analysis of existing parking lots, parking system management and operations improvements, and parking mitigation strategies and implementation.*

The Downtown Parking Management Study Draft Report, prepared by RICH, incorporates overall management goals and considers the best practices of other cities and the parking industry. These goals include staffing required to develop and operate an effective parking management program and parking enforcement enhancements. As part of developing a comprehensive parking program, the Study also considers and makes recommendations regarding parking operations, facilities, and current and future demand. For a complete listing of findings, recommendations, implementation timeframes and financial impacts, please refer to the Downtown Parking District Recommendation Summary (Attachment 3).

The information contained within the RICH Downtown Parking Management Study Draft Report (Attachment 4) is the basis for the actions proposed in the Downtown Parking Interim Action Plan described below.

DOWNTOWN PARKING DISTRICT INTERIM ACTION PLAN

The Downtown Parking District Interim Action Plan primarily focuses on changes to management and operations, addressing significant operational changes that will provide opportunities to generate revenue to finance future improvements within the Downtown Parking District. Most of the actions contained within the Interim Action Plan carry

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minimal financial impact to the City and instead are designed to assist in generating additional revenue to offset proposed future improvements within the District.

Developing parking management guidelines was a fundamental step in the process to provide a context for the recommendations being made in the Interim Action Plan. The following are some of those guidelines:

- Effectively manage downtown parking resources to meet current and future need
- Support downtown economic growth and development by providing for an adequate and balanced parking supply for visitors, customers, and employees
- Use time limits, rates, and enforcement to efficiently manage the parking supply
- Manage the demand for employee parking in prime parking spaces through programs, policies, permits, increased rates and designated areas
- Make parking safe, secure, convenient and attractive
- Operate City-owned parking in a financially sound manner
- Promote alternative forms of transportation, including walking, bicycling and public transportation

All the recommendations suggested in the Interim Action Plan, described below, are essential in providing a management structure for oversight of the District and are necessary to implement the Downtown Parking District Management Plan. Future recommendations will include improvements currently estimated at \$550,000 to \$800,000, depending upon the degree to which the City addresses the District's existing deficiencies. These projected costs include new tools for enforcement, more enforcement staff, new on and off-street meters, marketing, signage, improvements to paseos and installing new equipment to encourage bicycling in the downtown area. The implementation of the Action Plan is the second critical component in the City realizing an effective and functioning Downtown Parking District.

These recommendations and the action time may differ from what RICH proposed in their Draft Report based upon other notable factors such as the surrounding mix of uses and concerns expressed by the community. The following is the Interim Action Plan:

#1 MAINTAIN THE DOWNTOWN PARKING DISTRICT

Finding: The Parking District's obligations to maintain metered parking and utilize the revenue for only District expenditures ended in 1999. Many of the District's assets are in disrepair and require significant expenditure to be updated.

Recommendation: Maintain the Downtown Parking District. Implement effective management and operation strategies that will result in

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additional revenue for capital improvements within the District.

Implementation: Work with staff and the community to develop a Downtown Parking District Management Plan including a timeline for capital improvements in the District.

Action Time: Fourth Quarter of 2007

#2 PARKING FUND

Finding: The District has no obligation to continue to use funds generated by parking meter revenue and fines on parking-related activities (i.e. maintenance, repairs and capital improvements) within the District.

Recommendation: Consistent with the Parking District Law of 1951, continue to maintain a separate fund, place all revenue generated from the Downtown Parking District into this fund, and direct that these monies only be utilized for improvements within the District.

Implementation: No changes required at this time.

Action Time: Third Quarter of 2007

#3 DOWNTOWN PARKING DISTRICT BOUNDARIES

Finding: The boundaries of the District and the in-lieu parking fee area are inconsistent and do not include enough of the area that is or may be impacted by parking issues. The Downtown Parking District needs to have the same opportunities (i.e. in lieu parking fee program) available throughout.

Recommendation: Change the boundaries (E Street to the north, Del Mar to the east, Garrett to the west and H Street to the south).

Implementation: In accordance with California Streets and Highways Code Section 35270, a Notice of Intention will be published, pursuant to Government Code Section 6066 in the Star News and will specify a time for hearing objections to the proposed change, which will not be less than 20 days after the first publication of the notice. A copy of the notice will also be mailed to each affected landowner. At the conclusion of the hearing, if no majority protest is on file and if all protests and objections have been overruled and denied, then the City Council may adopt an ordinance declaring that the Parking District is formed and describing the acquisitions and improvements to be made.

Action Time: First Quarter of 2008

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#4 PARKING MANAGEMENT

Finding: There is no single point of contact for the public or for City staff involved in parking. There are several City departments with direct or indirect involvement in parking. There should be one designated city employee to organize parking functions for the Downtown Parking District and work with the public.

Recommendation: Appoint an Interim Parking Manager from existing City staff. This staff person will dedicate a portion of their time to the Parking District for at least one year. This position should be re-evaluated during the annual review period.

Implementation: The City Manager will assign an Interim Parking Manager.

Action Time: Third Quarter of 2007

#5 PARKING ADVISORY COMMITTEE

Finding: Parking is an issue that involves the City, local organizations, downtown businesses, residents, customers and visitors. There is no formal mechanism in place that provides an opportunity for ongoing and direct input and participation in the decision-making process on Parking District-related activities.

Recommendation: Form a Downtown Parking Advisory Committee (DPAC) consisting of representatives from the downtown business community, business organizations, property owners and City staff. The PAC will advise the City Council on the development and implementation of the Downtown Parking District Management Plan and review ongoing operations.

Implementation: The Interim Parking Manager will draft and present proposed selection criteria and operating guidelines for the DBAC to the City Council for consideration.

Action Time: Fourth Quarter of 2007

#6 PARKING ENFORCEMENT

Finding: The District requires more consistent parking enforcement. One full-time position of 40 hours per week has been funded from the Parking District Account, which is inadequate since the enforcement hours are Monday through Saturday from 9am to 5 pm, a total of 48 hours per week. Downtown businesses and organizations have expressed concern that there is not adequate enforcement in the downtown area.

Recommendation: Ensure that all of the posted hours of enforcement are being actively enforced in the District.

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Implementation: The Interim Parking Manager will coordinate with the Police Department to prepare a route and schedule including coverage Monday through Saturday from 9am to 5 pm and a 2-hour circuit of the District. Ongoing coordination and review will occur to determine if additional enforcement is required. The Interim Parking Manager will work with the Finance Department to ensure adequate funding for enforcement hours.

Action Time: Fourth Quarter of 2007

#7 PARKING METERS AND EQUIPMENT

Finding: The on-street and off-street meters need to be replaced. There are three types of meters being used in Chula Vista, with the majority of the meters more than 30 years old. There appear to be many non-functioning meters. This causes numerous problems particularly since the public does not receive consistent or clear direction as to the regulations related to broken meters. It appears that tickets are issued to vehicles parked at broken meters even when a note is attached to the meter stating that it is broken. This creates a sense of confusion and frustration from customers and visitors.

Recommendation: The City should purchase new individual meters for on-street parking spaces and multi-space machines for public parking lots in the District. The individual and multi-space meters can accept coins, tokens and value or smart cards, making the parking transaction easier for the parker. The meters should be electronic, which will allow rates and time parameters to be more easily changed. Additionally, the reporting of income and use by each meter can be downloaded by a handheld machine which will assist in revenue analysis and accountability. Ideally, the system would also be wireless and solar powered.

Implementation: Staff will prepare specifications and will work with the parking equipment vendor to negotiate the purchase and installation of new individual and multi-space meters. The Parking District would borrow funds from the Redevelopment Agency and would repay the funds with Parking District revenues. Projected costs for the replacement of all the existing meters is \$380,000 including installation, software and equipment. Based upon the proposed meter increases, the District should

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be able to repay the Agency within 2 years from the date of installation of the new meters.

Action Time: Fourth Quarter of 2007 to prepare specifications
First Quarter of 2008 for installation of equipment

#8 PARKING METER RATES

Finding: The parking rates in the Downtown District are too low. They do not deter people from parking beyond the posted time limits and do not provide the District with adequate funds to make needed repairs and improvements.

Recommendation: Increase meter rates as described in the table below. From 2002-2006 the revenue from parking meters averaged \$239,479.00 annually. With the proposed increase the projected revenue is estimated to increase by over \$300,000 annually to over \$540,000. These funds will greatly enhance the District and help create a self-sufficient and thriving Downtown Parking District.

Time Limit	Current Rate	Proposed Rate
On-street 30 minute meter	\$0.05 per 10 minutes	\$0.25 per 30 minutes
	Token per 10 minutes	
	\$0.10 per 20 minutes	
	\$0.25 per 30 minutes	
On-street 2 and 3 hour meter	\$0.05 per 10 minutes	\$0.25 per 30 minutes
	Token per 10 minutes	\$0.50 per 60 minutes
	\$0.10 per 20 minutes	
	\$0.25 per 50 minutes	
Off-street 4 hour meter	\$0.05 per 30 minutes	\$0.25 per 30 minutes
	\$0.10 per 60 minutes	\$0.50 per 60 minutes
	\$0.25 per 150 minutes	
Off-street 10 hour meter	\$0.05 per 30 minutes	\$0.25 per 60 minutes
	Token per 30 minutes	
	\$0.10 per 60 minutes	
	\$0.25 per 150 minutes	

Implementation: The Interim Parking Manager will initiate revisions to Chula Vista Municipal Code Chapter 10.56.020 modifying the stated meter rates and providing additional language allowing further modification upon City Council approval.

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The Interim Parking Manager will work with other City departments, TAVA, the Chamber of Commerce and local businesses to prepare a marketing campaign advertising the parking meter increase. This information will be published in local newspapers, letters will be mailed to the area included within and directly surrounding the District, email communiqués will be distributed and a Parking District website will be established. The marketing campaign will advertise the effective date of the increase at least one month ahead of implementation.

Action Time: Second Quarter of 2008

#9 PARKING FINES

Finding: The City's parking fines are too low and do not discourage parkers from knowingly violating parking regulations.

Recommendation: Increase the expired/overtime meter fine from \$12 to \$25. This proposed rate increase is lower than the \$50 fine recommended by the Parking Violation Penalty Schedule, which was prepared in 2005 by a consortium of San Diego County Cities. Staff is recommending this lower fine increase to address the fact that the current fine is too low to deter people from knowingly violating parking regulations but acknowledging the concerns voiced by businesses and property owners within the District.

Implementation: The Interim Parking Manager will work with other City departments, TAVA, the Chamber of Commerce and local businesses to prepare a marketing campaign advertising the parking fine increases. This information will be published in local newspapers, letters will be mailed to the area included within and directly surrounding the District. Email communiqués will be distributed and a Parking District website will be established. The marketing campaign will advertise the effective date of the increase at least one month ahead of implementation.

The handheld ticket writers, used for enforcement, will have to be reprogrammed to reflect the new pricing in any parking-related citations issued.

Action Time: Second Quarter of 2008

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#10 PASEOS

Finding:

The paseos provide access for customers from the public parking lots to Third Avenue retail shops but many are unmarked, and require improvements such as landscaping, painting and lighting. These paseos are an integral part of the parking system, especially when downtown blocks are long. They help cut down on the distance customers and visitors have to walk to and from parking to their destination.

Recommendation:

Develop budget for improvements, which could be \$10,000 to \$100,000 depending upon the types of improvements made. Install signage to identify and direct customers to the paseos to enter Third Avenue. Make improvements to the paseos, such as murals and landscaping, to create a more inviting walking experience to and from the parking lots to businesses on Third Avenue. PBID should allocate some monies to be used for beautifying these areas since this will benefit the District as a whole.

Implementation:

Staff will work with TAVA and the PBID to discuss opportunities for making improvements to the paseos, including identifying funding, preparing a budget, and assigning responsibilities for the coordination, development and implementation.

Action Time:

First Quarter of 2008

#11 EXCLUSIVE NEGOTIATING AGREEMENTS

Finding:

Public parking lots #3 and #6 are identified as possible development sites. Lot #3 (South Landis Avenue) has high occupancy rates, provides a large supply of parking due to larger size of the lot and is central to businesses on Landis and Third Avenue. This lot should be maintained as public parking. Lot #6 (Church and Madrona) has high occupancy but lower capacity and is hampered by difficult ingress and egress. The loss of parking on this site will have a minor impact on surrounding businesses as there are other parking areas that can make up for the loss of parking, but many surrounding businesses have expressed concern regarding the potential loss of this parking.

Recommendation:

Maintain Lots #3 and #6 as public parking.

Implementation:

Based upon the Parking Study findings and staff's understanding of the impacts of development, redevelopment

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staff has been re-evaluating existing Exclusive Negotiating Agreements (ENA) working with developers to negotiate modifications to the agreements. New ENAs are being presented to the CVRC as a separate action item to introduce staff's proposal to transfer the development opportunity for CityMark Development LLC from Lot #3 to Lot #2 and Voyage LLC from Lot #6 to Lot #10. Therefore, Lots #3 and #6 will be maintained as public parking.

Action Time: Third Quarter of 2007

#12 CONDUCT ANNUAL REVIEW

Finding: There has been no system established to review the management and operations of the District. This has led to a lack of direction regarding how the District should function.

Recommendation: Conduct an annual review and prepare a report to the City Council on the status of parking operations in the District. This report should cover income and expenses, details on number of tickets written, fees collected and accounting of funds collected from meters and permits.

Implementation: The Interim Parking Manager and Parking Advisory Committee will work to establish criteria and processes for an annual review. A staff report, including a status of the previous year's activity, analysis of District performance and any recommended changes will be presented at a community meeting and to the City Council on an annual basis.

Action Time: Third Quarter of every year, beginning in 2008

#13 REPORT OUT TO COMMUNITY

Finding: There is public distrust about how parking funds are utilized, and there has been a lack of information shared between the City and stakeholders. There is no organized process or requirement for reporting out parking district operations to the community.

Recommendation: Establish a Downtown Parking District website, linked to the City's website, that provides information about the District, including meter rates, parking fine rates, hours of enforcement, contact information, processes and procedures, etc. Develop a clear process to report back out to the community through established organizations such as the Third Avenue Village

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Association and the Chula Vista Chamber of Commerce and direct contact, such as community meetings and direct mailing.

Implementation: Staff will work with TAVA and the Chamber of Commerce to develop a Community Outreach Program. Staff will also create a Parking District website that will include valuable information such as contact information, meter rates, public parking area map, etc.

Action Time: Fourth Quarter of 2007

CONCLUSION

The completion of the Downtown Parking District Management Study is a significant milestone in the City's efforts to revitalize and rejuvenate the downtown area and has helped initiate collaborative efforts between local commerce, business organizations, community members and the City. Understanding how parking impacts businesses and potential development is crucial to developing a clear and achievable plan that addresses both management and operations of the District. Parking is an important component of a thriving transportation system that includes many modes of transportation such as walking, bicycling and public transit and should be addressed as a component of this system envisioned for Chula Vista. Realizing a District that is effectively managed, generates revenue for capital improvements and maintenance, and successfully provides convenient and reasonable parking opportunities for customers, visitors and employees are the eventual objectives of this process.

The approval and implementation of the Downtown Parking District Interim Action Plan provides the first opportunity to create significant changes in the District by addressing outdated parking practices and inefficiencies. This lays the groundwork for a comprehensive Downtown Parking District Management Plan that will outline additional actions necessary for achieving an efficient parking system.

DECISIONMAKER CONFLICT

Based upon information available to staff, it appears that Director Salas may have a conflict of interest based upon ownership of property within 500 feet of the Parking District. No other directors appear to have a conflict of interest.

FISCAL IMPACT

The Parking District currently generates enough revenue to pay for staff time associated with management and enforcement of the District, and the District should continue to pay for these staff costs.

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Based upon Interim Action #7, there will be a financial impact of approximately \$380,000 to the Redevelopment Agency to install new parking meters. The monies expended for new equipment for the District will be repaid to the Agency through the Parking Enterprise Fund with new revenue generated. Staff anticipates that the Agency will be repaid within two years from the date of disbursement.

ATTACHMENTS:

1. Parking District and In-Lieu Parking Area Map
2. Downtown Parking District Study Area Map
3. Downtown Parking District Recommendation Summary
4. RICH Downtown Parking Management Study Draft Report

PREPARED BY: *Diem Do, Senior Community Development Specialist*

DOWNTOWN CHULA VISTA PUBLIC PARKING

1. 14 SPACES
2. 78 SPACES
3. 121 SPACES
4. 700 SPACES
5. 46 SPACES
6. 29 SPACES
7. 70 SPACES
8. 54 SPACES
9. 30 SPACES
10. 34 SPACES
11. 29 SPACES

SUBTOTAL LOTS:
1,205 SPACES

SUBTOTAL ON-STREET:
509 SPACES

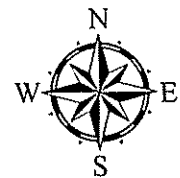
SOURCE:
Third Avenue Village Association
City of Chula Vista
Resolution 9943

Legend

Town Centre I
In-Lieu
Parking Area



Downtown
Parking
District



1 inch equals 150 feet

Map Note:

This map is intended for study only and should not be used for any other purpose. Information on this map is also subject to change (or revision) periodically. The City of Chula Vista does not guarantee the accuracy of information contained on this map and cautions against the use of this data in making land use decisions.

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CITY OF
CHULA VISTA

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12.11.06

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PARKING STUDY
FOR THE CITY OF
CHULA VISTA

CHULA VISTA, CALIFORNIA



DWG. TITLE:

STUDY AREA

MAP 1

LEGEND

- # BLOCK #
- STUDY AREA BOUNDARY

DATE: 01-04-07

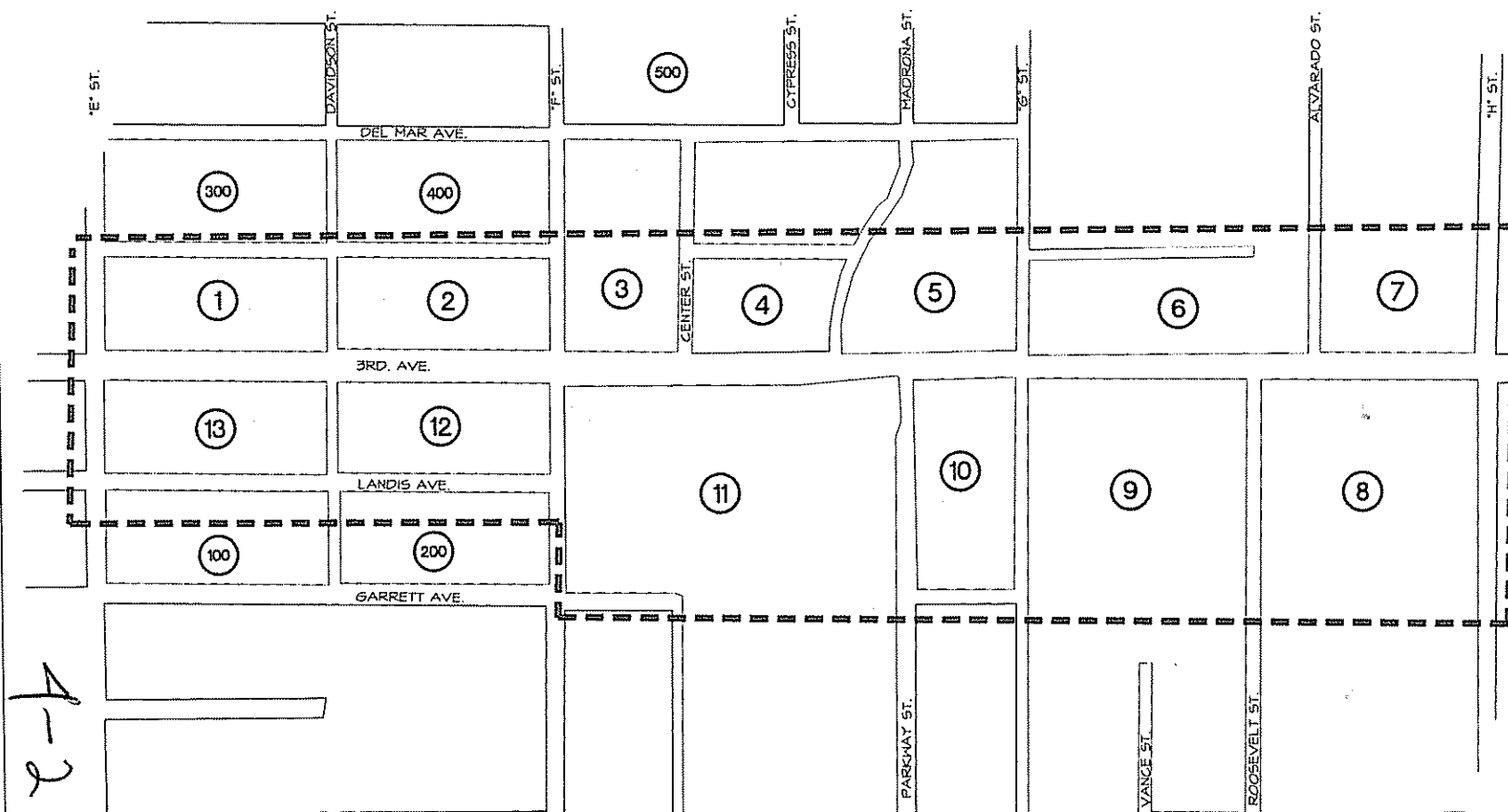
DRAWN BY: GNC

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SCALE: NTS

PAGE: 1-4



Chula Vista Downtown Parking Study Recommendation Summary

CATEGORY	FINDING	RECOMMENDATION	IMPLEMENTATION TIMEFRAME	ESTIMATED CAPITAL COSTS	ESTIMATED REVENUE
3.1 PARKING MANAGEMENT					
3.1.0 Downtown Parking District Status and Boundaries	The Downtown Parking District was formed in 1963 to provide meters, generate revenue, fund improvements and help control parking.	Maintain the District and modify the boundaries to E Street (north), Del Mar (east), Garrett (west) and H Street (south)	Third Quarter of 2007	\$0	\$0
3.1.1 Parking Staff	The management of the parking system is not effective.	Form a Parking Advisory Committee (PAC) and appoint an existing staff person from the City's Community Development Department to act as the Parking Director	Fourth Quarter of 2007	\$0	\$0
3.1.2 Parking Enterprise Fund	The District has fulfilled its obligation to continue to use funds generated by parking meter revenue and fines on parking-related activities.	Create one Parking Enterprise Fund and place all revenue generated from the Downtown District into this fund. Continue to designate these funds for parking-related activities within the District.	Fourth Quarter of 2007	\$0	\$0
3.1.3 Parking Education	There is a general lack of awareness of parking facts.	Develop an educational program that continually stresses the costs of parking, enforcement regulations, transit options and the vision of a walkable community. Present the information on a continual basis.	Fourth Quarter of 2007	\$0	\$0
3.2 Parking Policies					
3.2.0 City Parking Policies	Other than the in-lieu fee, there are no policies for parking	Parking policies need to be developed and updated as the downtown evolves. Policies should be established for overtime parking, enforcement strategies, parking allocation and parking rates.	First Quarter of 2008	\$0	\$0
3.2.1 In-Lieu Fee	The in-lieu fee policy was implemented in 1980. The formula for calculating the fee is confusing and outdated.	Retain the program but revise the formula so that the cost per parking space be indexed to the cost of constructing one parking space in a parking structure.	Fourth Quarter of 2007	\$0	Difficult to project. Based upon development.
3.2.2 Valet Parking	Valet parking is not currently used	City should develop a valet parking policy to regulate how valet operations would run.	First Quarter of 2008	\$0	\$0

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Chula Vista Downtown Parking Study Recommendation Summary

3.2.3 Residential Parking Permit	There is no residential parking permit in place.	Evaluate the impact of parking needs on surrounding residential areas and implement a residential parking permit program if necessary	First Quarter of 2008	\$0	\$0
3.2.4	There has been a lack of information shared between the City and shareholders.	Prepare an annual report to be presented to the City Council and community on an annual basis.	Annually	\$0	\$0
3.3 PARKING OPERATIONS					
3.3.0 Parking Revenues and Expenses	Parking revenues have been erratic, particularly from 2002 to present	Prepare a Parking District Operating budget that projects appropriate costs for maintenance of the District.	Annually	\$0	\$0
3.3.1 Marketing	There is no ongoing marketing campaign for the Parking District.	Develop an ongoing and budgeted parking marketing program. Coordinate with TAVA to implement under the direction of the Parking Advisory Committee.	First Quarter 2008-developed Ongoing-Implementation	\$15,000/yr for direct marketing costs	\$0
3.3.2 Signage	The City is lacking in a comprehensive and coordinated sign program.	Develop a sign program that includes four types of signage: direction, location, identification and pedestrian wayfinding.	Second Quarter 2008	\$10,000-\$50,000	\$0
3.3.3 Condition of City Parking Lots	The majority of the parking lots are in need of capital improvements	Make lighting, painting, signage, landscaping and resurfacing improvements as necessary.	Fourth Quarter of 2007-Analysis of Facilities First Quarter of 2008-Bid Second/Third Quarter of 2008-Implementation	Not yet determined	\$0
3.3.4 Existing Parking Area Configuration	Generally, the design and layout of the parking lots is efficient except for Lot 6	Remove the one-way restriction in the alley to allow legal access into Lot 6 and/or create an entry from Madrona.	Fourth Quarter of 2007-Analysis of Facilities First Quarter of 2008-Bid Second/Third Quarter of 2008-Implementation	Not yet determined	\$0
3.3.5 Paseos	Downtown Chula Vista has a number of paseos connecting parking lots to Third Avenue. Many of them need improvements to make them more attractive and inviting.	Install signage to better identify paseos. Consider using lighting, murals and landscaping to create a more inviting walking experience.	First Quarter 2008	\$10,000-\$100,000 depending upon the types of improvements made	\$0
3.3.6 Validation System	The District does not currently have a validation system in place.	Institute a parking validation system that businesses can use to offer free parking to customers.	Third Quarter 2008	\$3,000-\$5,000	\$0

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Chula Vista Downtown Parking Study Recommendation Summary

3.4 PARKING ENFORCEMENT

3.4.0 Parking Enforcement Staffing	The Parking Enforcement Program is not functioning at optimal efficiency. The enforcement officers do not just enforce parking within the District.	Dedicate enforcement personnel to the District. The officer must cover a consistent route and enforce during the entire enforcement period of Monday through Saturday 9 am to 5 pm.	Third Quarter 2008	\$70,000 for an additional full-time position	\$81,550 in average annual revenue increase based upon current fine and collection rates
3.4.1 Handheld Ticket Writers	The handheld ticket writers are not being used to their full potential.	Upgrade the system to allow the handheld ticket writers to record and track license plates, provide information about outstanding tickets and number of tickets received and data regarding stolen vehicles and warrants.	First/Second Quarter 2008- Prepare specifications and Issue Request for Proposals Third Quarter 2008- Enter into contract and upgrade system	\$40,000	\$75,500 in average annual revenue
3.4.2 Overtime Parking Fine	The overtime parking fine of \$12.00 is not high enough to discourage parkers from knowingly violating parking regulations.	Increase the overtime parking fine from \$12.00 to \$50.00 consistent with the parking Violation Penalty Schedule	Third Quarter 2008	\$0	\$67,975 in average annual revenue increase based upon same number of citations issued
3.4.3 Multiple Tickets	Chula Vista currently issues multiple tickets for same day violations of expired meters.	Continue this policy of issuing multiple tickets	Currently in place	\$0	\$0
3.4.4 Courtesy Ticket	Chula Vista does not currently issue courtesy tickets.	Issue courtesy tickets for a first offense of a non-permit vehicle.	Third Quarter 2008	Loss of revenue from parking ticket	\$0
3.5 PARKING AND REVENUE CONTROL					
3.5.0 On-Street Parking	Meters need to be replaced. Many are non-functioning. This causes enforcement issues.	Purchase new individual on-street meters that can accept coins, tokens and smart cards. Ideally the system would be wireless and solar powered.	First Quarter 2008-Prepare specifications and Bid Second Quarter 2008-Install	\$160,000	\$0
3.5.1 Off-Street Parking	The off-street parking lots have individual meters that are difficult to maintain for both collection and maintenance.	Install multi-space meters in lots #2, #3, #5 and #7. These machines can accept coins, tokens and smart cards and should be wireless and solar powered. The remainder of the lots could be upgraded to new individual meters.	First Quarter 2008-Prepare specifications and Bid Second Quarter 2008-Install	\$210,000	\$0

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Chula Vista Downtown Parking Study Recommendation Summary

3.5.2 Parking Rates	The parking rates do not deter people from parking beyond the posted limits nor do the rates promote the use of the Park Plaza Parking Structure.	Increase the parking rates for meters and permits to \$0.50/hr at 30-minute and 2, 3, and 4 hour meters. Increase to \$0.25/hr at 10-hour meters. Increase permits to \$120/qtr in all lots except #2 and #3 where the increase should be \$180/qtr.	Second Quarter 2008	\$0	\$194,175/yr in new revenue for on-street meters, \$144,805/yr in new revenue from off-street meters, and \$57,600 in permit fees	
3.5.3 Parking Allocation	The District has two different types of on-street meters: 30-minute and 2-hour	The 2-hour parking should be the dominant duration for on-street parking. Individuals requiring more than 2 hours should be directed to off-street parking areas. For Lots #2 and #3 convert to 3-hour time limits	Second Quarter 2008	\$5,000 for signage changes		\$0
3.6 PARKING FACILITIES						
3.6.0 Park Plaza Parking Structure	The parking structure is critically underutilized with average occupancy projected at 40%. The existing meters are not marked to indicate the time limit, which is confusing for parkers.	Upgrade signage, improve lighting, re-stripe the parking floors, conduct a conditions study and complete needed structural and cosmetic	Fourth Quarter 2007	Not yet estimated	\$0	
3.6.1 Meter Color Coding		Designate a color to represent each time limit then paint the pole to identify the meter.	Second Quarter 2008	\$5,000	\$0	
3.6.2 Street Curbs	The street curb painting is inconsistent.	Street curbs should only be painted for no parking where required and for fire hydrate locations. Curbs should not be painted to reflect the type of parking available.	Fourth Quarter 2007-Analysis First Quarter 2008-Work completed	Not yet estimated	\$0	
3.7 BICYCLES AS ALTERNATE MODE OF TRANSPORTATION						
3.7.0 Bicycling as an Alternative to Driving	There is a need to promote bicycle use	Consider creating a bike route to the downtown	Fourth Quarter 2007	Not yet estimated	\$0	
3.7.1 Bicycle Parking	Chula Vista does have bicycle racks, although they are difficult to find.	Install new bicycle racks and institute a marketing program to promote the new locations.	Second Quarter 2008	\$10,000-\$75,000 depending on number and style of racks	\$0	

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Chula Vista Downtown Parking Study Recommendation Summary

3.8 PARKING REQUIREMENTS FOR CURRENT AND FUTURE

3.8.0 Traffic Impacts	There are currently no noted issues with respect to traffic.	Continue to monitor traffic flow within the downtown area. Directing customers and visitors to park in Park Plaza should alleviate the parking demand.	Ongoing	\$0	\$0
3.8.1 Current Parking Analysis	Overall, there is a surplus of approximately 1,103 parking spaces within the Study Area. However, there are several blocks (2,3,9, 10 and 12) that have a deficit.	Issues on blocks 2,3 and 12. The deficits on blocks 9 and 10 should be reduced when the Social Security office relocates and more people become aware of free parking in Park Plaza.	First Quarter 2008	\$0	\$0
3.8.2 Potential Parking Impact of ENAs	RICH reviewed lots 3,6,9 and 10 to determine the impact to the District if these sites were developed. All of the lots had moderately high occupancy levels, but lots 6, 9, and 10 had more available surrounding parking to alleviate any impact due to the loss of parking.	Maintain lot 3 as public parking. Developing lots 6,9, and 10 should have minimal impact, but if the surrounding parking areas cannot absorb the loss of parking consider entering into shared use agreements with existing parking lots or develop new parking.	Ongoing	\$0	\$0
3.8.3 Potential Future Parking Needs with Redevelopment of Third Avenue	The Urban Core Specific Plan may hasten redevelopment along Third Avenue, causing changes to the parking demand.	The future parking needs will depend greatly on redevelopment in the downtown area. If ENA sites are developed, utilize proceeds from the sale of parking lots for necessary capital improvements. The City will need to continually monitor development and parking needs.	Ongoing	\$0	\$0
3.8.4 Possible Parking Structure Sites	There is currently no need to construct additional parking. Although, RICH did consider potential parking structure sites if needed in the future.	Monitor parking needs and consider identified sites for possible development of parking structures in the future, if necessary.	Ongoing	\$0	\$0

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DOWNTOWN PARKING DISTRICT

Final Report

Downtown Parking Management Study

Rich and Associates, Inc.
Parking Consultants – Planners
www.richassoc.com

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EXECUTIVE SUMMARY

Rich and Associates (RICH) was retained by the City of Chula Vista to prepare a parking management study for the downtown. The four primary objectives of the study were to:

- Analyze the current and future parking needs and review the current parking system policies and procedures;
- Prepare recommendations for addressing parking needs, including parking management, shared use opportunities and transportation modality;
- Develop a parking management plan for efficiently and effectively utilizing parking resources, and
- Provide education and information to the public about public parking, including the cost of providing and maintaining parking.

Rich and Associates staff began the study in December 2006. This included a complete inventory of existing parking supply and building land uses, parking turn-over and occupancy counts for on-street and off-street parking, and one public meeting to discuss the purpose of the study and then listen to comments and concerns from stakeholders.

There were additional stakeholder meetings in January 2007: review of Best Practices presentations to stakeholders in February, presentations of findings to stakeholders in March and presentations of recommendations to stakeholders in April.

The following is a summary of a few of the best practices applicable to Chula Vista:

- Strong parking management requires a designated leader and a parking committee made up of stakeholders and City representatives involved with parking.
- Parking generation rates are moving towards requiring parking maximums as opposed to minimums. Codes based upon individual land uses are moving to a form based generation rate in which one parking ratio (generally per 1,000 square feet of area) for all land uses.
- Parking signage is necessary to introduce customers and visitors to the parking system. There need to be signs prior to getting to the downtown, then similar signage that directs parkers to the parking areas and names or identifies the parking area and applicable parking rates and finally signage that directs the parker to major destinations and streets once they have exited their vehicle.
- A parking system should be self-sufficient. This means that revenues are sufficient to pay for operating expenses, capital maintenance and a reserve

fund for future projects. In general, this requires revenue generated within the District remain in the District.

- Parking enforcement must be consistent. The enforcement officers must be assigned only to parking enforcement duties. Hand held technology should be used to write tickets and to enforce vehicles that are in violation.
- Consistent marketing of the parking system is key and includes branding the, newsletters, web sites, maps etc.
- In a parking district there is a charge for all parking, and in general, the on-street is priced higher than the off-street.

The overall findings and recommendations are:

A. Management and Operations

1. In order to address potential parking needs of future restaurants and entertainment establishments, the City should consider an ordinance controlling how valet parking should operate.
2. The in lieu fee program should be maintained, though the cost should be based on a reasonable percentage of the most recent estimate of construction cost of a structured parking space.
3. Stakeholders had questions monies that had gone into the in lieu fund and expenditures from the fund. There appeared to be no irregularities with either the monies going into the fund or expenditures from the fund.
4. Communication between the City and stakeholders needs to be consistent with respect to the revenue and expenses of the parking system and the in-lieu fund. An annual report should be prepared the details revenue received from all sources of parking and then expenses. For the in lieu fund; revenue taken in and expenditures from the fund should be reported.
5. Parking management is disjointed with no single point of contact. Rich and Associates recommend a two-phase approach. The first phase is to form a Parking Advisor Committee, appoint someone from the City's Community Development department as the parking director, and treat parking as an enterprise fund. The second phase once the parking system matures is to consider hiring outside parking management.
6. The Downtown Parking District expired in 1999 but has continued to operate as a district since that time. Rich and Associates recommend that the parking meters remain to control parking use and to generate funds to improve the parking system.

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7. Marketing of parking is a crucial element in parking operations and must be consistent. This includes for example consistent messages to employers and employees on the importance of reserving the two and three-hour spaces for customers and visitors.
8. The length of stay rules for Lots 2 and 3 should be modified from two to three-hours and permit sold specifically for parking in these lots and should be priced higher than permits in other lots.
9. Parking rates at the meters and permit rates need to be increased to assist paying for improvements. Stakeholders expressed an opinion that rates needed to be increased. Meter rates increases vary with the meter length of stay. Permit rates would increase from \$54.00 per quarter to \$120.00 per quarter in all lots except for lots 2 and 3. These lots would have permits sold specifically for use in these lots and the quarterly rates are recommended to be \$180.00 per quarter.
10. Signage is an important element is marketing parking and for level of service provided to parkers. Parking signage that direct people to different parking areas, gives information about the type of parking available and identifies the name of the lot are necessary. Parking signage in the downtown needs to be updated and improved.
11. The paseos are resource since the majority of the off-street public parking along Third Avenue is behind buildings. The paseos need to be better identified on both the Third Avenue and lot side and then improved with murals and additional lighting to make them inviting and interesting
12. Bicycle parking needs to be improved and promoted. This is consistent with the UCSP vision. This should include improved bike racks with signage, marketing of this amenity to the public to enhance bicycle use and if a new parking structure is developed; including facilities in the parking structure for bicycle storage, lockers and possible showers.

B. Parking Enforcement

1. Enforcement is not consistent within the district. There needs to be enforcement from 9:00 A.M. to 5:00 P.M. using routes that are covered every two hours. This may require two parking enforcement officers.
2. Parking fines should increase to \$50.00, which brings Chula Vista's fines in line with recommendations from the Parking Violation Penalty Schedule as prepared by the San Diego Parking Penalties Executive Committee in June 2005. In addition, issue courtesy tickets to first time offenders that identify where longer term parking, such as the Park Plaza parking structure, is available.

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3. The handheld ticket writers used by enforcement should be upgraded so that they can be used to enter in plate numbers to track vehicles moving from two-hour space to two-hour space during the day and to track vehicles with unpaid parking tickets.

C. Parking and Revenue Control

1. On-street meters are in poor condition and need to be replaced. In four parking lots, multi-space meters are recommended instead of individual meters.

D. Parking Facilities

1. There are several parking lots that need resurfacing and other minor repairs. Overall, signage within the parking areas needs to be improved. Lighting in several lots needs to be repaired and upgraded. Landscaping needs to be maintained so that it does not provide a place for people to hide.
2. The Park Plaza parking structure is an underutilized asset. In order to make it more attractive to parkers the signage and lighting needs to be improved, a study made of the conditions of the facility and then physical repairs made to the structure and possibly an elevator added to the north side.

E. Parking Requirements

1. Rich and Associates developed parking generation rates for land uses in Chula Vista based on surveys of businesses and employees and on the results of the occupancy studies. It was determined that a formed based parking generation rate was consistent with the land uses in the study area and with best practices.
2. Rich and Associates' analysis of parking spaces required for individual land uses supports the formed based parking generation factor of 2.37 spaces per 1,000 square feet for all land uses. This finding supports the 2.0 formed based parking generation rate identified in the UCSP.
3. Currently there is an overall parking surplus in the district, though there were several blocks that did show deficits. With the changes proposed in the report such as better utilization of the Park Plaza parking structure, there is sufficient parking today.
4. Currently there is a surplus of parking in the district. The possibility of development of ENA sites will eliminate parking in the district.
 - a. ENA development on Lot 3 will eliminate existing parking spaces that have a high occupancy rate and are central to many businesses on Landis and Third Avenue. Maintain Lot 3 as a public parking lot if the

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occupancy continues to be high after the recommended changes to the lot and to the Park Plaza parking structure.

b. ENA development on Lot 6 the City should pursue the Baptist Church parking lot next to Lot 6, since the development planned would not allow for replacement public parking to be developed on the site.

c. ENA development of Lot 9 or 10 will require displaced parkers to use Lots 8 and 11.

5. With maximum build-out of Third Avenue in the future based on the UCSP, there is a potential shortfall of about 500 parking spaces although a significant amount of new square footage could be developed without negatively impacting the amount of available parking.

6. Three sites were identified for potential parking sites if required in the future:

- Site 1 Block 6: The vacant lot on the east side of Third between G and Alvarado Streets.
- Site 2 Block 4: Baptist Church lot in combination with Lot 7.
- Site 3 Block 1: West side of Church between E and Davidson Streets.

For any of these sites the City should consider a mixed-use facility that would include ground floor commercial uses and possible housing above the parking structure.

In summary, the parking in Chula Vista needs to be operated as a parking system. There is positive momentum in the downtown, and as projects develop there will be the need for stronger parking management and enforcement. There needs to be a collaborative effort between the City and stakeholder with respect to the overall parking planning, operation and communications. In order to monitor the parking system and to fine tune the recommendations contained herein, we strongly recommend that the study be updated every two years to monitor changes in land uses and densities, parking utilization, enforcement and communications.

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Chula Vista Downtown Parking Study

Section One – Parking Study Overview

1.1 Background

This study, prepared for the City of Chula Vista's downtown, serves to examine the existing parking system from both a qualitative and quantitative standpoint. The City of Chula Vista contracted RICH (Rich and Associates) to prepare a parking planning study which would inventory and review the existing parking and make recommendations regarding the development of potential future parking. A number of issues were examined including operations, management, in-lieu of parking fees, enforcement, current and future parking demand, development scenarios, and future parking needs.

For this project, RICH initiated the process with a field study, meetings and stakeholder interviews. Data collected as background material was analyzed using methods that involve statistical analysis and survey feedback from user groups. The study drew on standards developed by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI), which were modified as necessary according to the survey results from Chula Vista in order to suit the unique circumstances present in the downtown. Considerations for this study include levels of development/redevelopment, the number of restaurants and banquet halls, specialty retail stores and the planned development of residential units in the downtown.

Within the primary study area, which encompassed the parking district plus additional area, the parking supply consists of a mix of on-street and off-street parking. The on-street spaces are primarily metered with a small number of spaces signed with time restrictions. The off-street parking supply consists of a mix of surface parking and two parking structures; one public and one privately owned. The majority of the parking supply within this area is publicly provided by the city with several smaller lots privately controlled by individual businesses.

1.2 Best Practices

RICH presented information on Parking Best Practices and Strategies to the community at the February 2007 public meeting. This presentation represented the most effective practices that other communities have



Chula Vista Downtown Parking Study

successfully planned, implemented and managed to address their parking needs.

In summary, the most relevant Best Practices applicable to Chula Vista are:

- Strong parking management requires a designated leader and a parking committee made up of stakeholders and City representatives involved with parking.
- Parking generation rates are moving towards requiring parking maximums as opposed to minimums. Codes based upon individual land uses are moving to a form based generation rate in which one parking ratio (generally per 1,000 square feet of area) for all land uses.
- Parking signage is necessary to introduce customers and visitors to the parking system. There need to be signs prior to getting to the downtown, then similar signage that directs parkers to the parking areas and names or identifies the parking area and applicable parking rates and finally signage that directs the parker to major destinations and streets once they have exited their vehicle.
- A parking system should be self-sufficient. This means that revenues are sufficient to pay for operating expenses, capital maintenance and a reserve fund for future projects. In general, this requires revenue generated within the District remain in the District.
- Parking enforcement must be consistent. The enforcement officers must be assigned only to parking enforcement duties. Hand held technology should be used to write tickets and to enforce vehicles that are in violation.
- Consistent marketing of the parking system is key and includes branding the, newsletters, web sites, maps etc.
- In a parking district there is a charge for all parking, and in general, the on-street is priced higher than the off-street.

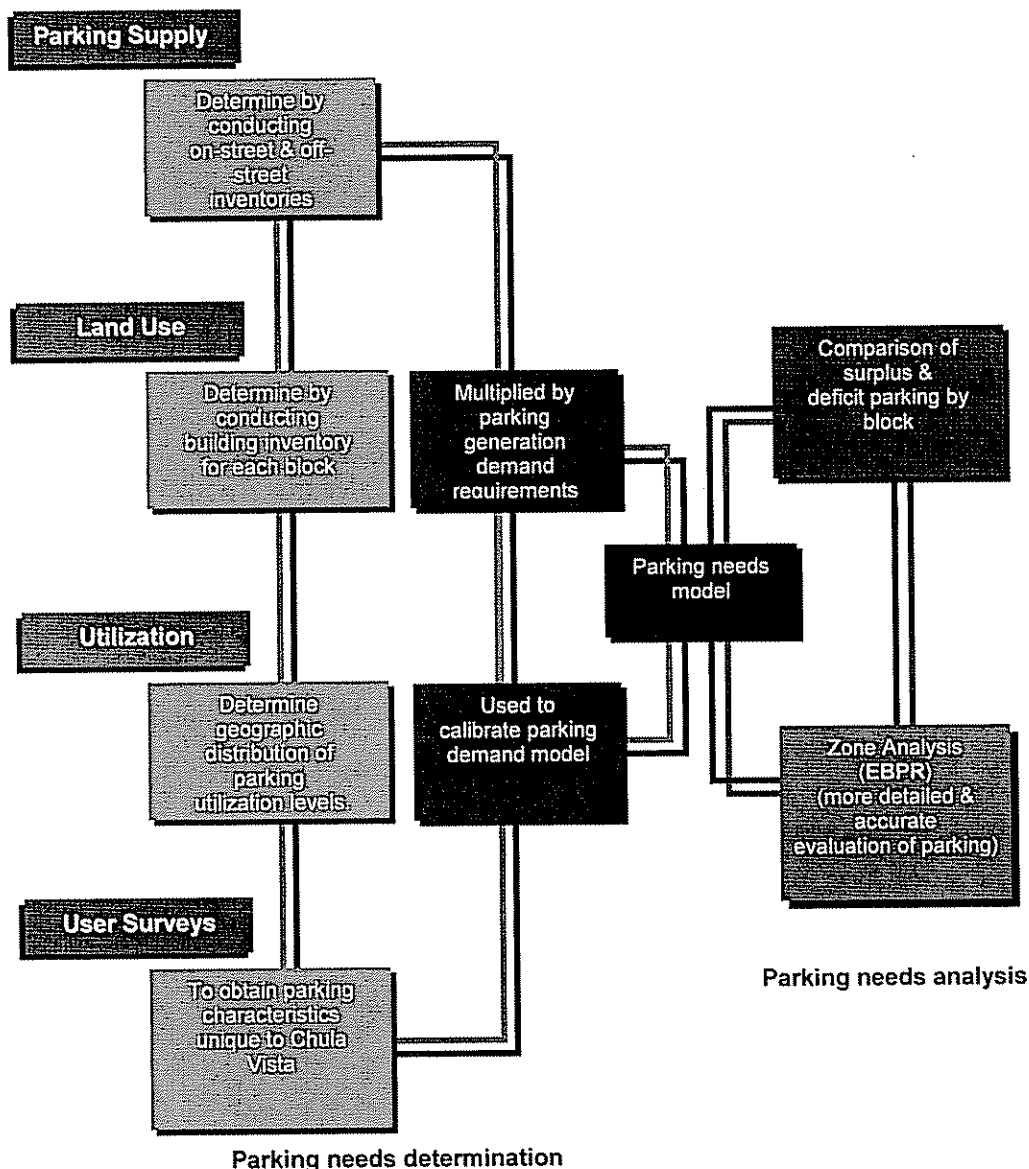
4-38



Chula Vista Downtown Parking Study

1.3 - Scope of Services

Phase One of developing the Downtown Parking Management Study involves quantifying and qualifying the parking needs in the study to determine the parking demand for the study area. This was done through fieldwork, utilization studies, surveys and a series of public and stakeholder meetings. The flow chart below details the process.

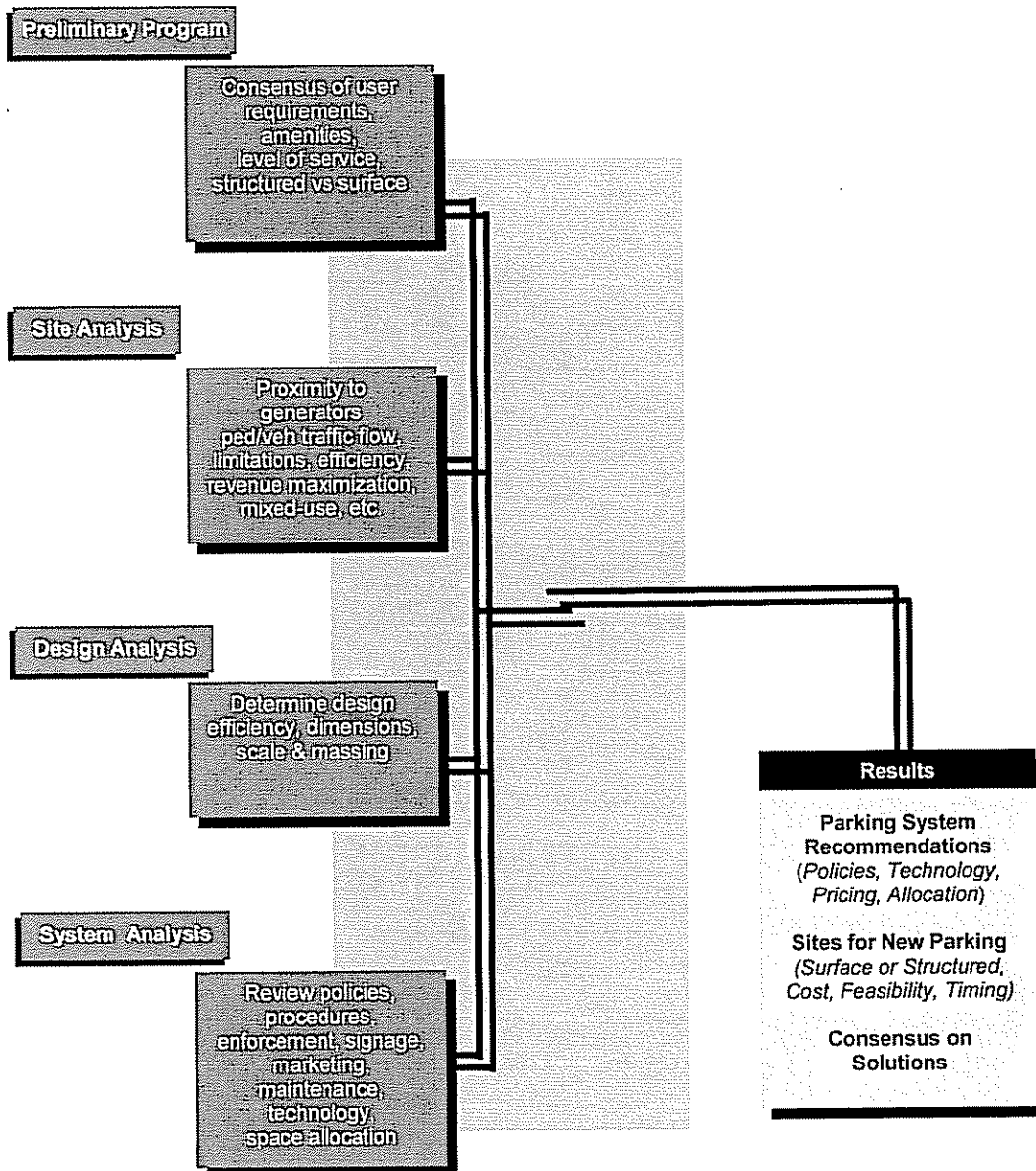


4-39



Chula Vista Downtown Parking Study

Phase Two of the Downtown Parking Management Study involves reviewing the current parking system, the existing parking facilities, parking policy, parking signage, wayfinding, and enforcement. RICH then develops recommendations for short and long term parking improvements that combine the parking system and management improvements, with capital improvements as needed. The flow chart below details the process.



4-40



Chula Vista Downtown Parking Study

1.4 - Study Area

The study area, as determined by the City of Chula Vista and RICH, is illustrated in the **Map 1 (Study Area Map)** located on the following page. RICH evaluated the parking conditions, supply and activity of the 15-block study area. The study area was divided into a primary area (the blocks north of "G" street) as well as a secondary study area, which are the blocks between G and H Streets.

Though not in the study area, the transit focus areas (H and E Street stations) were evaluated as part of the turnover and occupancy analysis since they are part of the transit operation. RICH reviewed transit usage based on statistics provided by the City's Transit Division. In general, over the last year there has been a five percent increase in ridership counts on Third Avenue between E and H Streets. This increase in ridership is a positive indicator that the goal to promote other modes of transportation as envisioned by the UCSP is achievable. This is a factor that was considered by RICH when formulating the formed based parking generation factor discussed in Section 2.4 of this report. This information is important since one of the goals of the city is to enhance alternate modes of transportation and promote the use of other available modes of transportation such as buses, trolley, bicycling and walking. The bus and trolley lines are fundamental options for customers and visitors to the downtown that decrease the need for driving and parking.

The study area consists of a mix of land uses including residential, retail, restaurants, small homes that have been converted into businesses, a government use (Social Security Office), medical and dental offices. The study area also includes several larger commercial buildings at the southern end and several storefronts that have been converted into banquet facilities along the Third Avenue corridor. This mix of land uses is fairly typical in medium sized downtowns with the exception of the banquet facilities. The banquet facilities are important since in general their

In addition to the existing land uses, RICH considered the 24 Hour Fitness facility, expected to open in Summer 2007, in the former theater location on Third Avenue. Based on our experience, the peak demand for this type of facility is early morning and evening. This should not significantly impact Chula Vista's parking availability since this is typically when parking demand for the District is lower. The existing and future mix of uses was evaluated and considered in our assessment of the overall District and Study Area.



PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA, CALIFORNIA



DWG. TITLE

STUDY AREA

MAP 1

LEGEND

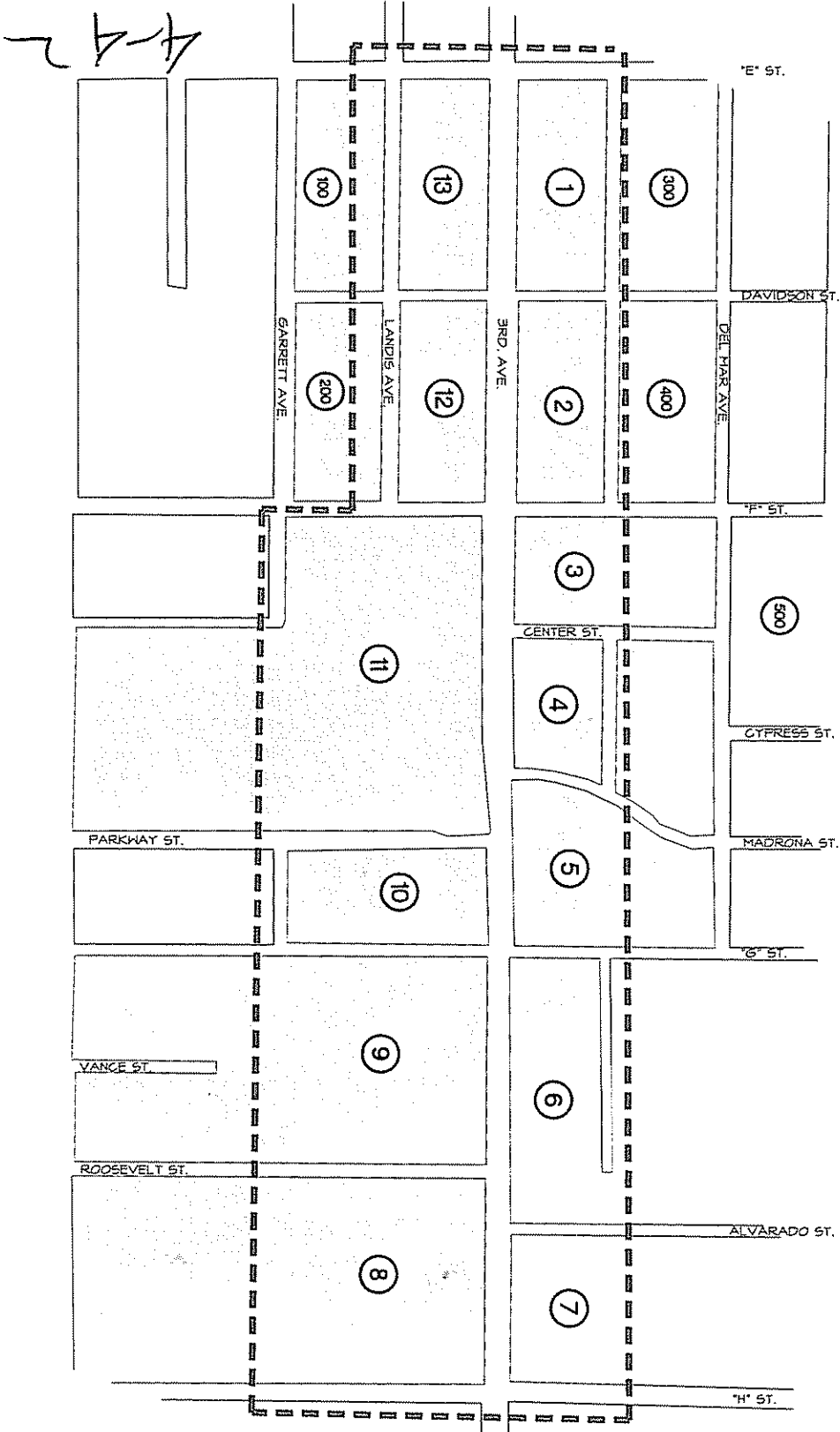
- # BLOCK
- STUDY AREA
- BOUNDARY

DATE: 01/01/01
DRAWN BY: GAC
FILE:



SCALE: NTS

PAGE: 1-4



Chula Vista Downtown Parking Study

1.5 Community Outreach and Participation

RICH conducted a series of four community meetings where input and information regarding parking issues was gathered. In addition, there were individual and group meetings between members of RICH staff and local organizations and stakeholders to discuss parking issues. RICH also conducted a business manager survey and an employee survey. This provided RICH with information from businesses in Chula Vista that was then used to calculate parking generation rates specific to Chula Vista and not just based on a national average.

Following is a summary of the meetings that were held and the subjects covered:

Community Meetings

- December 12, 2006: Morning public meeting to present the project approach, schedule and to gather comments by community and stakeholders on specific parking issues.
- February 15, 2007: Presentation of an overview of Parking Best Practices for parking to community and stakeholders in a morning and evening meeting.
- March 8, 2007: Presentation of findings from fieldwork and investigation to community and stakeholders in a morning and evening meeting.
- April 12, 2007: Presentation of preliminary recommendations to the community and stakeholders in a morning and evening meeting.

Stakeholder Meetings

- Week of December 11, 2006: Meetings with individual stakeholders in two public meetings to discuss the study process and to gather comments on parking issues.
- January 11 and 12, 2007: Meetings with specific stakeholder groups including Third Avenue Village Association (TAVA), Chula Vista Chamber of Commerce, and Landis property owners to discuss specific issues that these groups have and understand their perspectives.

A copy of each of the Power Point presentations distributed at the community meetings is included as **Exhibit 1 (Powerpoint Presentations)**.



Chula Vista Downtown Parking Study

1.6 History of Parking District

1.6.1 Establishment of a District

(cited from information provided by Diem Do, City of Chula Vista)

In 1963, in response to a citizen-initiated petition, the City Council created the Downtown Parking District (DPD) under provisions of the California Parking District Law of 1951. The goal was to promote the development of public parking in the core downtown. The DPD encompasses an area surrounding Third Avenue, roughly from E Street to G Street and one and a half blocks east and west of Third Avenue.

It was at this time that parking meters were installed on some streets in the DPD. Certain city owned properties as well as privately owned properties that were acquired for parking were designated for parking development.

Funding for the DPD came from a transfer of \$320,000 from the City's general fund. This was used to establish a Parking District No.1 Acquisition and Improvement Fund (PDAIF).

In forming the DPD, the City agreed to maintain parking meters for 36 years or that portion of 36 years that there is remaining interest or principle on the bonds. Though bonds were never issued, but the initial allocation of General Fund money was approved by ordinance to act as the bond issuance. The DPD did function as it was intended, although there was no assessment levied to property owners and no bonding of District monies. Technically, the DPD's obligation to maintain meters and designate funds generated within the District for parking-related expenses expired in 1999. The City has continued to maintain the district and utilize revenue for administration and maintenance.

1.6.2 In-Lieu Fees

In 1980 the City adopted in-lieu fee policy for Sub Area 1 of the Town Centre 1 Project Area. The Town Centre 1 Project Area has different boundaries than the Parking District, although it encompasses a great deal of the DPD. Please refer to the map located on the following page for a comparison of the District and In-Lieu Fee Policy boundaries.

The in-lieu policy states that instead of providing on-site parking, developers in Sub Area 1 have the option of paying a fee, which relieves the developer from



Chula Vista Downtown Parking Study

providing the required on-site parking. The fee was not intended to guarantee anyone specific parking areas or spaces within those areas.

The in-lieu fee is based upon the number of required parking spaces for the development multiplied by 350 square feet and then multiplied by 25% of the fair market value of the land all divided by four. The formula is:

$$\frac{\text{Number of spaces required} \times 350 \times 25\% \text{ of fair market value}}{4}$$



The fees collected under this policy are to be used for the purchase or development of parking sites which benefit the Sub Area. The land value figure currently utilized in this calculation is \$20.00 per square foot.

In 1987, the City granted the Redevelopment Agency the ability to use the in-lieu fee revenue to acquire or develop land for public parking.

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Chula Vista Downtown Parking Study

1.6.3 Park Plaza Parking Structure

Around 1984 the City constructed the Park Plaza parking structure located at the intersection of F Street and Third Avenue. The structure contains approximately 633 parking spaces and is free to the public and provides parking for the adjacent property owners. Under an agreement with the adjacent property owners, the City paid for all of the construction and finance costs on the condition that the property owners pay the City defined flat rates and percentage payments for the use of the parking structure. Payments were established for a period of 33 years. The property owners are responsible for the general maintenance/housekeeping of the parking structure and the City is responsible for the capital repairs.

1.7 Urban Core Specific Plan

(Cited from a document prepared by Diem Do, City of Chula Vista)

The Urban Core Specific Plan (UCSP) is a zoning document that was adopted recently by the City that follows the general direction of the City's General Plan. It establishes a detailed vision, guidelines and regulations for the Urban Core. The adopted UCSP contains parking standards, similar to those of other communities where increased mobility by all modes is encouraged.

The UCSP contains guidelines concerning parking and transit that focus on creating a more pedestrian oriented downtown core. The UCSP proposes changes that will increase densities, widen sidewalks, reduce traffic lanes and institute bike lanes, thus creating a pedestrian oriented core with intensified transportation routes linking people to the downtown. Once a person is in the downtown core walking becomes the preferred method of transportation, rather than driving and parking to each destination, thereby fulfilling the "Park once shop twice" mentality.

Foundational to the UCSP is promoting the pedestrian first, then bicycles, transit and automobiles. The UCSP places a strong significance on a transportation plan that is well linked to multiple modes of transportation. This plan places importance on H Street serving as the transportation node to pedestrian movement on Third Avenue. This approach takes the priority from the car and places it on the pedestrian thus changing the number of single vehicle trips, slightly reducing the number of parking stalls needed in the downtown, and creating a more pedestrian oriented downtown core.

4-4b



Chula Vista Parking Study

Section Two - Analysis

2.1 Introduction

Analyses were performed to determine the current and future parking demands and general parking needs for the study area considering the Urban Core Specific Plan. Also, work was done to determine how the parking was being operated and how elements related to parking were being used. The data collected and compiled by RICH included;

- An inventory of on and off-street parking supplies in the study area
- Turnover and occupancy studies for public and private on and off-street parking areas
- Permit parking occupancy study for off-street public parking areas
- Block-by-block analysis of the square footage and use of every building in the core study area. The footprint of each building was scaled and estimated from an aerial photograph and cross referenced with RICH field notes regarding land use and the number of floors per building to determine an approximate gross floor area for each building. It should be noted that this methodology does not result in precise reporting of square footage of land use
- Review of the conditions of each parking area
- Review of signage, graphics and way finding
- Meetings with City staff and stakeholders to discuss parking operations and policies

2.2 Parking Inventory

Based on RICH and Associates' research we believe that if a city is going to successfully manage a parking program that it is desirable to have public control of at least 50 percent of the parking supply. This allows the city to effectively manage the parking in terms of allocation and market pricing. City control of over half of the parking also allows the parking to be enforced with greater efficiency. Therefore, within both the total study area and within the primary study area, the city meets or exceeds the control criteria.

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Chula Vista Parking Study

City control of over half or more of parking in the downtown also allows the parking to be enforced with more efficiency when properly performed. With management and enforcement, parking can also be used as an economic incentive. This allows the city to respond to use changes in the downtown and work with development proposals more effectively.

In the Study Area, there are a total of 3,361 parking spaces, and of these, 600 are on-street, 1,158 are public off-street and 1,603 are private off-street parking. The on-street parking consists of 12 different types of spaces. These include unrestricted parking, metered spaces ranging from 15-minute time limits to ten-hour time limits and one or two-hour time limit free parking.

Within the total study area, the City of Chula Vista controls 52 percent of the parking in the downtown. Within the primary study area, which includes the blocks north of G Street, the number of spaces the city controls rises to 80 percent.

On the following page is **Map 2 (Parking Supply Map)**, illustrating the existing parking supply in the Study Area. For details on the actual parking supply in the downtown study area refer to **Exhibit 2 (Table 2A-Parking Supply Summary)**. The information contained in Exhibit 2 is based upon actual counts by RICH staff. In most cases, the parking spaces could be definitively counted. In some cases though, the number of parking spaces was estimated, especially where spaces were not well marked.

2.3 Turnover and Occupancy Study

Initially, turnover and occupancy counts were undertaken in the downtown study area over the course of two consecutive business days to compare and contrast how parking varied. This was followed up by a specific analysis of permit parking in city off-street lots, and then a one day limited occupancy count in March to assure RICH that the original counts that were conducted in December were not underestimating the parking usage.

The turnover portion of the analysis, where license plate numbers were recorded, applied to city controlled on-street and off-street spaces with time limits less than ten-hours to determine how long individual vehicles were parked in certain spaces and if they were moving their vehicles to avoid being cited for overtime parking. In the ten-hour metered spaces and in private off-street spaces, the number of parking spaces occupied was observed during each two-hour circuit. The turnover information also yields an



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PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA



DWG. TITLE:

PARKING SUPPLY

MAP 2

LEGEND

BLOCK

DATE: 02-16-07

DRAWN BY: GWC

FILE:



SCALE: N.T.S.

PAGE : 2-4



KEY

PRIVATE	PUBLIC
15 MIN / 30 MIN.	UNMARKED (+/-)
2 HR.	4 HR. METERED
10 HR. (METERED)	3 HR.
1 HR.	

Chula Vista Parking Study

occupancy results for the parking area and therefore for each circuit a composite occupancy was derived.

Turnover is an indicator of how often a parking stall is being used by different vehicles throughout the course of the day. Turnover is relevant to time periods when parking meter limitations (or time limits for non metered spaces) are being enforced and is most important to short-term customer and visitor parking.

Occupancy is an important aspect of parking because it helps us to understand the dynamic of how parking demand fluctuates throughout the day. Likewise, the occupancy can be used to illustrate how parking demand is impacted by events in the downtown area. Overall, the occupancy data was used by RICH to calibrate the parking demand model.

The following are definitions used for the turnover and occupancy analysis:

- *Turnover* - Turnover is the number of vehicles that occupied a parking space in a particular period. For example, if a parking lot has 100 spaces and during the course of the day 250 different vehicles occupied the lot, then the turnover is two and a half times (2.5).
- *Occupancy* - the length of time a parking space is occupied by a vehicle.
- *Circuit* - A circuit refers to the two-hour time period between observances of any one particular parking space. For the turnover and occupancy study, a defined route was developed for each survey vehicle. One circuit of the route took approximately two hours to complete and each space was observed once during that circuit.
- *Block Face* - A number was assigned to each block within the study area. Each block is then referenced by its block number and by a letter (A, B, C or D). The letter refers to the cardinal face of the block; with (A) being the north face, (B) the east face, (C) the south face and (D) the west face. Therefore, a block designated as 1A would refer to the north face of block 1.

2.3.1 Turnover and Occupancy Analysis (December 14 and December 15, 2006)



Chula Vista Parking Study

- The turnover and occupancy analysis took place on Thursday, December 14, 2006 and again on Friday, December 15, 2006 beginning at 9:00 A.M. with the final circuit beginning at 7:00 P.M. The analysis covered public and private parking in and around Chula Vista's downtown core.
- These typical business days were selected to look at turnover and to see how employee-parking utilization was impacting the parking operations.
- Turnover was recorded from 9:00 A.M. through 7:00 P.M. Although a circuit began at 7:00 P.M., metered spaces are only enforced through 6:00 P.M.; therefore the final circuit recorded occupancy only. During the turnover analysis, license plate numbers were recorded in virtually all on-street spaces and the municipal lot spaces that were restricted to less than ten-hour parking.
- From 5:00 P.M. until 7:00 P.M. public and private parking was counted for an occupancy analysis only, no license plates were recorded.

Following are **Map 3 (December 14, 2006 Peak Hour)** and **Map 4 (December 15, 2006 Peak Hour)** illustrating the peak hour demand observed during the two-day turnover and occupancy counts.



PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA, CALIFORNIA

RICH & ASSOCIATES
Parking Consultants
Architects Engineers
Planners
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Southfield, Michigan 48075
Tel: 484.211.1200
Fax: 248.133.1850
Toll Free: 1-877-351-1850
www.RichAssoc.com

DWG. TITLE:
PEAK HOUR
12-14-08 - 11:00 am to 1:00 pm
MAP 3

LEGEND

BLOCK

85% - 100%
75% - 84%
50% - 74%
0 - 49%

DATE: 02-26-07
DRAWN BY: GHD
FILE:



SCALE: NTS

PAGE :



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PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA, CALIFORNIA

**Parking Consultants
Architects Engineers
Planners**
RICH & ASSOCIATES
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Westfield, New York 12091
Tel: 518 537-7000
Fax: 518 537-7010
www.richassoc.com

DWG. TITLE:

PEAK HOUR

12-15-06 - 100 pm to 3:00 pm

MAP 4

LEGEND

#	BLOCK #
	85% - 100%
	75% - 84%
	50% - 74%
	0 - 49%

DATE: 02-26-07

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FILE:



SCALE: NTS

PAGE :



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Chula Vista Parking Study

2.3.2 Turnover Results

On-Street 2-Hour Spaces

There were 1,123 vehicles observed parking in two-hour on-street spaces on the Thursday December 14, 2006, survey date. Of the vehicles observed, 14 percent of the vehicles parked at two-hour on-street meters were staying beyond the legal limit on the Thursday survey date. It is possible that some of the vehicles were observed twice in the same spot though they would not have exceeded the time limit. This would have occurred if a vehicle parked just before it was observed and then left just after the surveyor had passed the second time. An acceptable rate for overtime parking is approximately three percent.

There were 1,124 vehicles observed in on-street spaces on the Friday survey date. The results of the Friday survey were very similar to the results found on the Thursday survey for the two-hour spaces except that about 17 percent stayed longer than two hours.

Another factor to consider is the turnover of spaces. Depending on occupancy levels, we would normally expect a turnover rate of four for two-hour spaces. For the Thursday count, the turnover rate was 2.41 times which is reasonable. The on-street spaces on the Friday, December 15, 2006, survey date had an average turnover of approximately 2.27 times.

Off-Street 4-Hour Spaces

The four-hour metered spaces in off-street lots were also observed for turnover as was the lot adjacent to Fuddruckers and the metered spaces off the alleys. On the Thursday, December 14, 2006, survey date about 16 percent of the vehicles parking at four-hour meters stayed longer than four hours. The turnover in these spaces on the Thursday was 2.32 times, which was very close to the on-street ratio observed. On the Friday survey only four percent stayed longer than four hours. The 16 percent is higher than is typically acceptable.

Tables **2B (December 14, 2006 Turnover Summary)** and **2C (December 15, 2006 Turnover Summary)** provide a summary of the turnover count conducted on December 14-15, 2006. For the complete results of the Turnover and Occupancy counts, please refer to **Exhibit 3 (Table 2D-December 14, 2006, Turnover and Occupancy Table)** and **Exhibit 4 (Table 2E-December 15, 2006, Turnover and Occupancy Table)**.

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Chula Vista Parking Study

Table 2B Turnover Summary December 14, 2007		
Parking Turnover Summary (by type)	On-Street & Off-Street Parking 2hr parking	Off-Street Parking 4hr parking
Vehicles that remained 2 hours or less	964 (86%)	316 (73%)
Vehicles that remained between 2 and 4 hours	108 (10%)	67 (15%)
Vehicles that remained between 4 and 6 hours	30 (3%)	18 (4%)
Vehicles that remained between 6 and 8 hours	12 (1%)	19 (4%)
Vehicles that remained between 8 and 10 hours	9 (0.8%)	13 (4%)
Total number of vehicles analyzed	1,123	433
Source: Rich and Associates Field Observations, December 14, 2007		

Table 2C Turnover Summary December 15, 2007		
Parking Turnover Summary (by type)	On-Street & Off-Street Parking 2hr parking	Off-Street Parking 4hr parking
Vehicles that remained 2 hours or less	929 (83%)	468 (90%)
Vehicles that remained between 2 and 4 hours	121 (11%)	34 (6%)
Vehicles that remained between 4 and 6 hours	29 (3%)	9 (2%)
Vehicles that remained between 6 and 8 hours	28 (2%)	6 (1%)
Vehicles that remained between 8 and 10 hours	17 (1%)	3 (1%)
Total number of vehicles analyzed	1,124	520
Source: Rich and Associates Field Observations, December 15, 2007		

2.3.3 Occupancy Results

- The peak occupancy for all on-street parking in the study area for Thursday peaked at 64 percent between 3:00 P.M. and 5:00 P.M. For the Friday survey the peak occupancy was also 64 percent but this occurred at two time periods: the 1:00 P.M. to 3:00 P.M. circuit and the 7:00 P.M. to 9:00 P.M. circuit. For both survey days the average occupancy during the daytime was about 57 percent.
- The public off-street parking peaked at 60 percent for the Thursday survey (11:00 A.M. to 1:00 P.M.). For the Friday survey, the peak occurred from 1:00 P.M. to 3:00 P. M. with 54 percent of the spaces occupied. Of particular note was the Park Plaza parking structure,



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Chula Vista Parking Study

which had peak occupancy of only 42 percent on Thursday from 11:00 A.M. to 1:00 P.M. The average occupancy of this parking during the daytime was only 34 percent. With a total of 633 spaces in the structure, this represents an underutilized resource.

- The 11:00 A.M. to 1:00 P.M. circuit was the peak occupancy period for the private off-street spaces on the Friday survey date at 58 percent occupancy. On the Thursday survey date, the 3:00 P.M. to 5:00 P.M. circuit was only slightly greater than the 11:00 A.M. circuit with 53 percent occupied.
- Using a composite of all parking areas, the Thursday survey day had peak occupancy of 47 percent, which occurred from 3:00 P.M. to 5:00 P.M. The Friday survey day had a higher overall occupancy of 56 percent, which occurred from 11:00 A.M. to 3:00 P.M.
- Lot 5 achieved 100 percent occupancy on both survey dates. Lot 2 peaked at 88 percent occupied on the Thursday survey date and 86 percent on the Friday date. The nearby Lot 3 peaked at 81 percent of the spaces occupied on the Thursday survey date and 74 percent on the Friday date. Lot 9 peaked at 100 percent of the spaces occupied on the Friday survey date during the 9:00 A.M. to 11:00 A.M. circuit and 90 percent during the 1:00 to 3:00 P.M. circuit on the Thursday date.
- Lot 8 saw peak occupancy of 87 percent on Thursday but only 67 percent on the Friday date.
- RICH also prepared an update to the occupancy counts on March 8, 2007 since it was believed that the counts taken in December would be lower due to the holiday season. It was determined that the occupancies were very similar between the December 14th and 15th 2006 counts and the March 8, 2007 count.

2.3.4 Occupancy Conclusions

- The on-street spaces had varying peak occupancies on both survey days.



Chula Vista Parking Study

- The municipal lots had slightly higher occupancy during the daytime hours on the Thursday survey date compared to the Friday survey date. On Friday, the evening occupancy was higher.
- The Park Plaza parking structure (identified as Lot #4 in the occupancy results) is grossly underutilized. At peak time it only reached 42 percent occupancy.
- Based on the occupancies that were observed for the three count days and Rich and Associates in other downtowns, we believe that there would be a variance of approximately five percent to the overall peak occupancy of 64 percent that was observed during the counts. This means that we would expect occupancy of 69 percent to occur at the non-special event or holiday peak time.

2.3.5 Permit Occupancy

The City of Chula Vista currently provides permit parking, which allows an employer or employees to prepay for parking in designated areas, currently 10-hour meters. The benefit to maintaining this program is that it provides the City with upfront revenue but a 10-hour meter is unoccupied, the parking space can be used by another non-permit vehicle. This results in additional revenue to the City on top of the guaranteed permit fee received.

A separate survey was undertaken specifically to examine permit occupancy. This task was completed on Thursday, February 15, 2007. For this survey, four circuits of each of the ten municipal lots that had ten-hour meters were completed. A parking permit displayed in a vehicle allows holders to park at ten-hour meters without paying the meter. Observers recorded the occupancy of the ten-hour spaces as well as what proportion had permits.

The results of the analysis of 324 ten-hour meters showed that 77 percent of the ten-hour meters were occupied during the two morning circuits with a maximum of 32 percent of those occupied spaces having permits. The results for the afternoon circuits peaked with 82 percent of the ten-hour spaces occupied but only about 25 percent having permits. It should be noted that the survey date coincided with the weekly Farmer's Market.

Lots 9 and 10 had 100 percent occupancy of the ten-hour meters certain points of the day. In lot 10, there was an average of 80 percent of these with



Chula Vista Parking Study

permits. The average occupancy in the rest of the lots was between 80 and 90 percent. For the ten municipal lots included in the analysis, the average occupancy of the ten-hour spaces was 79 percent during the four circuits, with 29 percent (on average) of these being permit-holders.

On the next page is **Map 5 (Permit Occupancy)**, illustrating the results of the Permit Occupancy study conducted on February 15, 2007. The complete results of the analysis are included as **Exhibit 5 (Table 2F-Permit Occupancy Results Table)**.

2.4 Parking Demand Calculation

This section of the report reviews the projections of current and future parking demand in the study area. For the current condition, RICH completed a building inventory and then estimated the amount of square footage by land use for each block.

In order to calculate the parking demand for each block, different land uses for each block are in general multiplied by a parking generation rate specific for that land use. RICH completed this using parking generation rates that were based on the results of the business manager and employee surveys in Chula Vista, RICH's experience with parking studies, ULI data and ITE data. This process yields a set of parking generation rates that are customized specifically to Chula Vista.

The ultimate goal however, was to develop a form-based parking generation rate for Chula Vista. The form-based parking generation rate is one rate for all land uses that takes into account the existing parking generation rates but then makes adjustments based on the fact that different land uses have different parking needs based on the time of the day. As an example, restaurants typically require more parking during the evening. Conversely, offices need less parking in the evening when restaurants are at their peak. These examples demonstrate how shared parking could serve two different uses. Both of these adjustments are used to calculate the number of parking spaces needed. In addition, the level of alternate mode is a factor in the adjustment.

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PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA



DWG. TITLE:

PERMIT OCCUPANCY

2-15-07 - 11:00 am to 1:00 pm

MAP 5

LEGEND

#	BLOCK #
[Pattern]	85% - 100%
[Pattern]	75% - 84%
[Pattern]	50% - 74%
[Pattern]	0 - 49%

DATE: 02-20-07

DRAWN BY: GPC

FILE:



SCALE: 1/4" = 1'

PAGE :



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Chula Vista Parking Study

The Urban Core Specific plan anticipated a formed based parking generation rate of 2.0 spaces per 1,000 square feet of land use. RICH determined a rate of 2.37 spaces per 1,000 square feet for all land uses in our model. While the ratio we determined was higher than the 2.0 rate proposed by the UCSP, we believe that the results support the UCSP ratio of 2.0 spaces per 1,000 square feet.

Rich applied the 2.37 rate to all existing land uses on each block of the study area. **Map 6 (Current Surplus and Deficit Map)** illustrates the block-by block surplus or deficit of parking. Please consult **Exhibit 6 (Table 2G-Chula Vista Current Parking Demand Projection)** for the Parking Demand Analysis matrix table, which summarizes the parking demand calculated by block for the study area.

Using the 2.37 ratio for the overall study area, there is a calculated surplus of 1,103 spaces. However, this conclusion is based on the entire study area. Map 6 illustrates the surplus or deficit of parking on each block in the study area. The map illustrates that there are two blocks with particularly large surpluses: Block 8 has a surplus of 621 spaces (Gateway Office Development) and Block 11 has a surplus of 518 spaces (Park Plaza parking structure). There are specific blocks that have deficits. Those blocks are 2,3,9,10,12,100,200, and 300. These blocks, in general, are adjacent to or within one block of blocks with parking surpluses. As an example, blocks 2 and 3 are within one block of the Park Plaza parking structure on block 11, which shows a surplus of 518 spaces. There are specific recommendations that will assist or promote the use of parking areas that have available spaces.

RICH compared the parking demand developed using the method above to the occupancy counts conducted on December 14-15, 2006. Within the "primary study area" which considers just the blocks north of "G" Street, RICH analyzed 95 percent of the available on-street and off-street parking supply and found the occupancy to peak at about 58 percent. The calculated parking surplus from the demand projections for only the "primary study area" is +393 spaces. The parking surplus from the turnover and occupancy study from the "primary area only" was approximately 900 spaces. Based on this comparison it appears that the demand model is not under-projecting parking demand using the 2.37 factor. In fact, this further supports the 2.0 ratio in the UCSP.



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PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA



DWG. TITLE:

**SURPLUS - DEFICIT
(CURRENT)**

MAP 6

LEGEND

BLOCK

DATE: 06-27-07

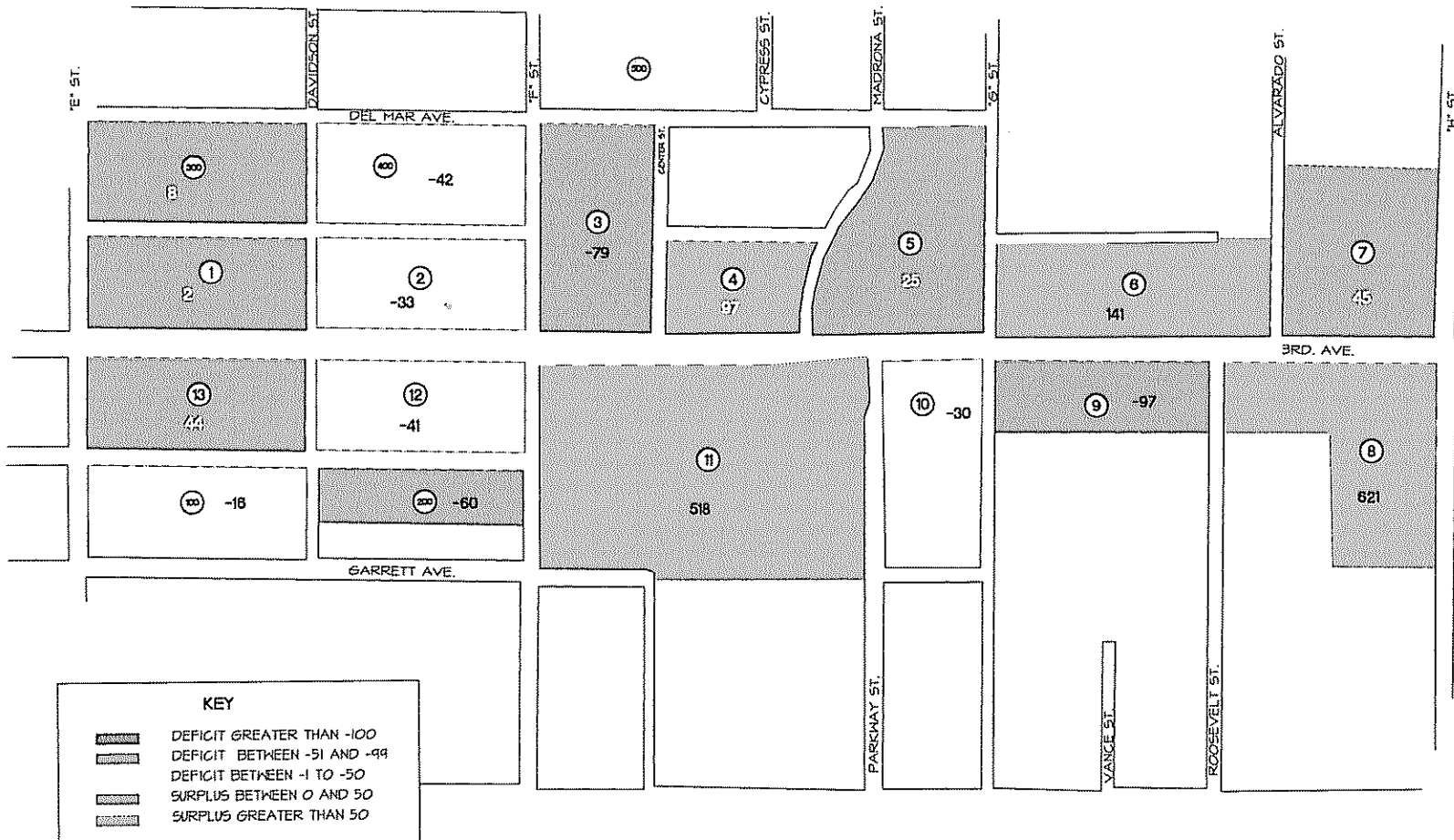
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SCALE: NTS

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Chula Vista Parking Study

2.4.1 ENA Development

There are four City parking lots that have been designated by the City as Exclusive Negotiating Agreement sites. These sites are in Lots 3, 6, 9 and 10 and are shown on **Map 7 (ENA Development Sites)**.

RICH ran a parking demand and supply model for development of the ENA sites. This model is included as **Exhibit 7 (Table 2H-Future Parking Demand of ENA Sites Developed)**. The model for the entire study area reflecting the development of the ENA sites shows that although there is still an existing surplus of parking spaces that surplus is reduced from 1,103 spaces to 997 spaces. This was the result of the loss of existing surface parking spaces for the developments. The demand for the study area did not change since it was assumed that each development would self-park, meaning that it would provide the required parking spaces on site.

2.4.2 Projected Parking Demand under the Urban Core Specific Plan

RICH projected parking demand with a projected build-out of Third Avenue based on the adopted UCSP. The projections assumed that each parcel along Third Avenue would be developed to maximum build out utilizing the 2.0 floor area ratio (FAR) as identified in the UCSP. The floor area was then divided allocated by land use; 40 percent residential, 40 percent commercial and 20 percent office space.

This model determined the following:

- With the projected build out there would be total square footage of 1,445,205, compared to the estimated 950,680 square feet currently.
- This resulted in a reduction in the parking supply from 3,507 spaces to 3,012, reflecting the maximum build-out on each parcel and the loss of parking behind buildings

The parking demand with the UCSP build-out was projected to be 3,425 spaces compared to the estimated 2,258 currently. This would result in a projected deficit of -506 spaces.

This projected deficit is at maximum build-out, as previously described. The reality is that this density would never be achieved, therefore for planning purposes, this should be considered an upper-limit parking deficit. For a

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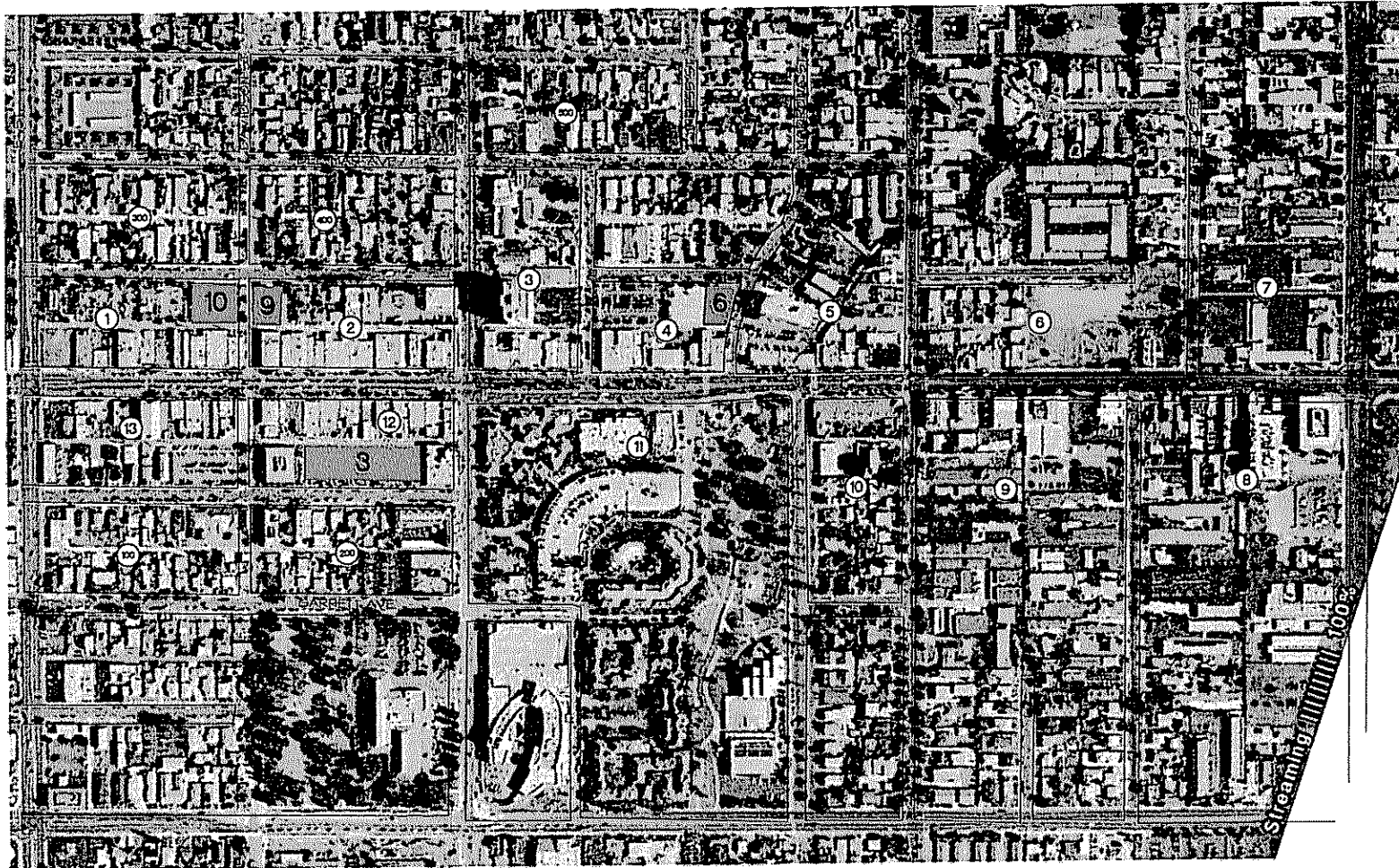
MAP 7

Ⓢ BLOCK #

FILE.



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Chula Vista Parking Study

complete analysis of the projected build-out based upon the UCSP zoning standards, please refer to **Exhibit 8 (Table 2I-Parking Demand Projections and Surplus and Deficits for UCSP Model)**.

2.5 Operations and Enforcement

The parking operations in Chula Vista are primarily overseen by the Finance Department. The Finance Department issues parking permits and oversees parking and meter maintenance. The Police Department oversees parking enforcement.

There are currently two Parking Enforcement Officers (PEO) for the entire City. According to the Police Department, one PEO works Monday through Friday from 7:30 am to 4:30 pm. The other PEO works Tuesday through Saturday from 9 am to 6 pm. Enforcement is primarily reactionary versus proactive because the first priority is to respond to citizen complaints, and there is just not enough manpower to cover the whole City. There are no set routes, but one controller is responsible for territory south of H Street and the other is responsible for the area west of H Street (which is primarily downtown).

Signs are posted indicating enforcement hours are from 9:00 A.M. to 6:00 P.M. Monday through Saturday.

Table 2J below shows the number of tickets issued and the revenue for the last three years. The table covers up to December 2006. The table shows a large fluctuation in the number of tickets written. Generally, we would expect the number of tickets written to be consistent from year to year even and possibly increasing slightly.

Table 2J
City of Chula Vista Parking Ticket Statistics

<u>Year</u>	<u># Issued</u>	<u>Revenue</u>
2004	5,071	\$49,851
2005	1,988	\$42,185
2006	3,687	\$47,560
*Chula Vista Finance as of 02/07/2007		

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Chula Vista Parking Study

2.5.1 Parking Permits

Permits are sold through the City Finance Department and cost \$54.00 per quarter. Vehicles with permits can park in any of the City lots at ten-hour meters. Money collected from the sale of permits goes into the parking fund. Total revenue collected from the sale of parking permits for 2006 was \$34,050.00. Below is the breakdown of number of permits sold per quarter in 2006, based upon information provided by the Finance Department.

Permit Sales for 2006:	January - March	179
	April - June	177
	July - September	158
	October - December	158

2.5.2 Regional Surveys

RICH attempted to contact communities in the San Diego County area to determine what these communities charged for parking, what their fines were and how their parking was run. We received very few responses.

Table 2K (Parking Violation Benchmarking) below shows a comparison of parking fine rates for the communities selected; Encinitas, Escondido, La Mesa, Carlsbad, Vista and Temecula. These fine rates are then compared to the San Diego Countywide Uniform Parking Fine Schedule (SDCUPFS). The SDCUPFS is a fine schedule that was established in 1995 that many San Diego County municipalities have implemented. Overall, Chula Vista has the lowest fine rates for expired meter or overtime meter parking.

In general, only the City of San Diego and La Mesa charge for parking. The City of Coronado also charges for parking, though they were not part of the RICH survey.

The City of San Diego has parking meter rates that range from \$0.50 to \$1.25 per hour depending on location and duration of meters. Parking time limits range from four to nine hours. San Diego sells rechargeable parking meter debit cards in the amounts of \$10.00 to \$40.00 that can be used at any meter in the downtown (coins are still accepted at meters).

The City of La Mesa has parking meter rates that range from \$0.50 to \$0.75 per hour depending on location and duration of meters. Parking time limits



Chula Vista Parking Study

range from two hour to four hours. Permit rates range from \$40.00 to \$60.00 per quarter depending on location.

In general, Chula Vista's hourly parking charges are significantly lower. The highest hourly rate in Chula Vista is the 30-minute meter with a rate of \$.25 per half hour. At two-hour meters the hourly charge is \$.30. These rates are about 25 to 50 percent lower than La Mesa.

Table 2K
Parking Violation Benchmarking

	Chula Vista	Carlsbad	Encinitas	Escondido	Vista	La Mesa	San Diego	San Diego County Wide Unformed Parking Fine Schedule
Expired meter	\$12.00	n/a	n/a	\$25.00	n/a	n/a	\$25.00	\$50.00
Overtime meter	\$12.00	n/a	n/a	n/a	n/a	\$25.00	\$35.00	\$50.00
Posted no parking	\$35.00	\$35.00	n/a	n/a	\$50.00	\$35.00	n/a	\$50.00
Red, yellow, white curb	\$35.00	\$35.00	\$40.00	n/a	\$35.00	\$35.00	\$65.00	\$65.00
Time limit parking	\$25.00	\$25.00	n/a	\$25.00	n/a	\$25.00	n/a	\$50.00
Disabled parking	\$330.00	\$330.00	\$335.00	\$330.00	\$421.00	\$330.00	\$440.00	\$421.00

**Information from SDPPEC Parking Violation Penalty Schedule June 2005*

2.5.3 Chula Vista Parking Rates

Enforcement hours begin at 9:00 A.M. and end at 6:00 P.M. Monday thru Saturday. Parking is free on Sundays and during holidays and special events. There are several different types of meters with varying time limits both on and off-street. There are five on-street meter time limits as well as four types of signed free parking. The off-street parking has three metered time limits, with two types of free parking.

When parking rates are low there is not an incentive to follow the regulations, with respect to staying beyond the posted time, whether one feeds the meter or not. Additionally, low meter rates generate less income to cover the increasing costs of meter maintenance, parking lot maintenance and the ability of the City to undertake parking capital projects. In general, the current parking rates are low in Chula Vista, compared to downtowns of similar size and composition. Concern regarding the low meter rates was expressed by stakeholders on several occasions.



Chula Vista Parking Study

Please refer to **Table 2L (Meter Parking Rates in Chula Vista)** below for a summary of Chula Vista's current parking rates.

Table 2L
Meter Parking Rates in Chula Vista

On-street 30 minute meters	\$0.05 per 10 minutes \$0.10 per 20 minutes \$0.25 per 30 minutes Token per 10 minutes
On-street 2 and 3 hour meters	\$0.05 per 10 minutes \$0.10 per 20 minutes \$0.25 per 50 minutes Token per 10 minutes
Off-street 4 hour meters	\$0.05 per 30 minutes \$0.10 per 60 minutes \$0.25 per 150 minutes Token per 30 minutes
Off-street 10 hour meters	\$0.05 per 30 minutes \$0.10 per 60 minutes \$0.25 per 150 minutes Token per 30 minutes

* The last parking rates increase may have occurred in 1996.

Conclusion

In Section 2 Rich and Associates reviewed the fieldwork that was used to establish the parking generation rate unique to Chula Vista and that was then used to project the current and future demand. The turnover and occupancy study identified parking areas on and off-street with low occupancies such as the Park Plaza parking structure and parking areas that were well utilized. This information was also used to confirm the parking generation rate used. This study showed that there was a higher percentage of vehicles parking overtime at a two-hour meter and four-meter than is acceptable. The study showed that the City controls 52 percent of the parking supply which is the minimum that Rich and Associates recommends so that the City can effect changes to parking more effectively.



Chula Vista Parking Study

Rich and Associates estimated a parking generation rate for the study area of 2.37 spaces per 1,000 square feet of land use for all land uses. This is called a form based rate as opposed to a specific parking generation rate for each land use. This supports the 2.0 spaces per 1,000 square feet in the UCSP. There is currently no parking shortfall in the study area, though some blocks do have deficits. These deficits can be alleviated by good parking system management, consistent parking enforcement, and marketing of the parking areas.

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Section Three - Findings and Recommendations

The findings presented in this Section are based upon the fieldwork, research and review of Chula Vista's present parking dynamics culminating in recommendations intended to enhance the existing supply of parking through operational, management, configuration, parking pricing and allocation changes aimed at increasing the efficiency of the parking system. The recommendations provide a holistic approach to improving parking downtown today and plan for the future growth in the downtown.

3.1 Parking Management

3.1.0 Downtown Parking District Status and Boundaries

Finding: The Downtown Parking District was formed in 1963 based upon a citizen-initiated request. The purpose of the District was to fund improvements and provide meters on the street to generate revenue and to help control parking. The obligation to maintain the meters and continue to funnel revenue back into the District ended in 1999, although the City has continued to utilize funds for parking-related activities. Our research has determined that the revenue from the DPD has gone to maintain parking areas, enforcement and other improvements.

While the obligation has been fulfilled, RICH recommends that parking meters remain on- street and in the lots (along with multi-space meters). Maintaining the meters helps to control employee or long stay parking at short stay spaces and it generates revenue for the district to help fund enforcement, maintenance etc.,.

Recommendation: Maintain the District and modify the boundaries. The north boundary of E Street would remain unchanged. The east boundary should be extended to Del Mar and the west boundary extended to Garrett. The south boundary should be extended to H Street. Since Del Mar and Garrett do not run south through to H Street, the east boundary south of G Street should be the alley east of Third Avenue and the west boundary should run straight through blocks to H Street. **Map 8 (Downtown Parking District Recommendation)** on the next page shows the proposed new boundary.

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PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA



DWG TITLE:

DOWNTOWN PARKING
DISTRICT
RECOMMENDATION
MAP 8

LEGEND



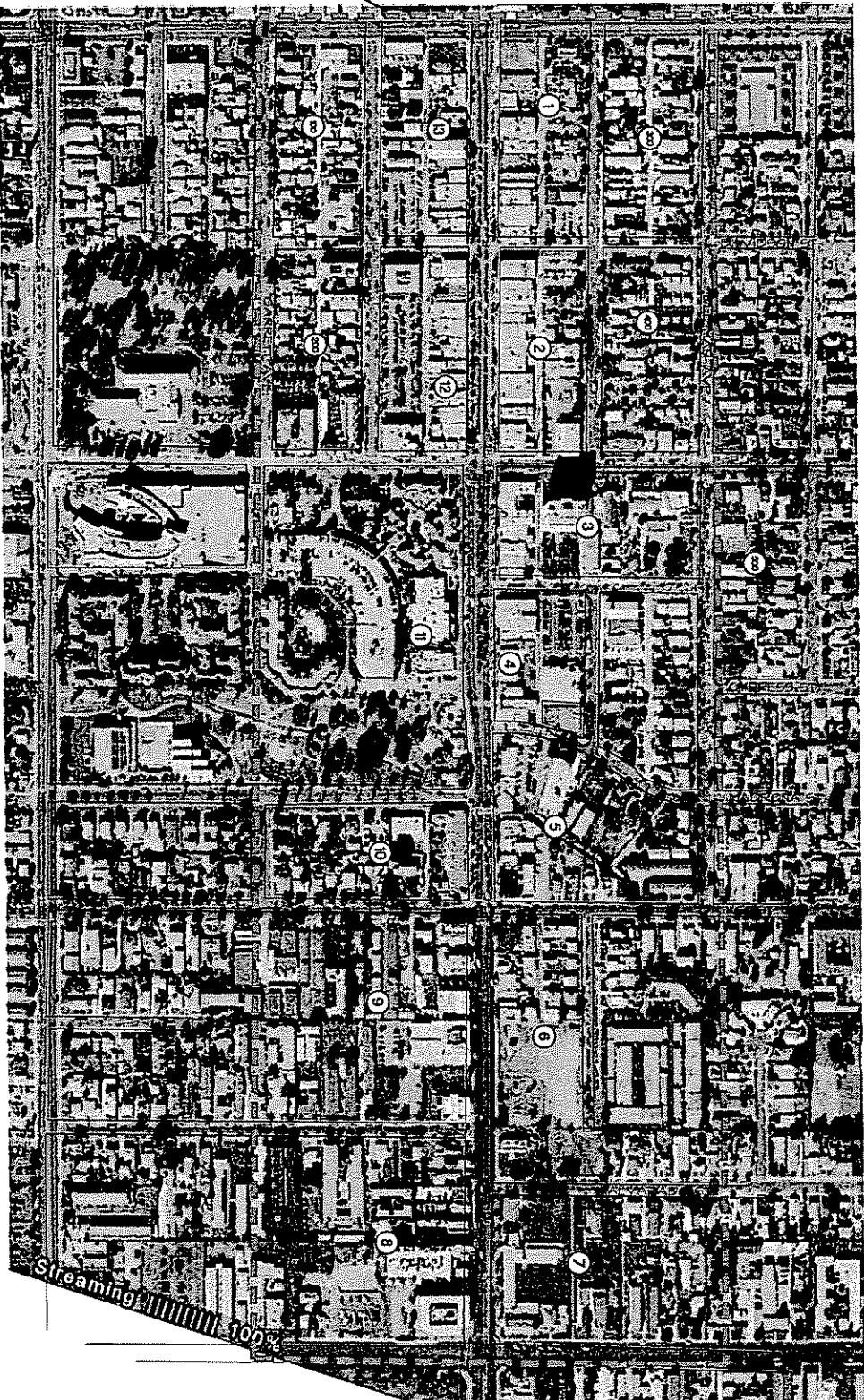
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